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**Planning for the Future:
A Reuse Planning Report for the Calabrese Parcel
of the Scovill Industrial Landfill Superfund Site**

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EPA Region 1

funded by
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prepared for
The City of Waterbury
Waterbury, Connecticut

prepared by
E² Inc.

Project Overview

The U.S. Environmental Protection Agency (EPA)'s primary responsibility at Superfund sites is the protection of human health and the environment. Since 1995, it has also been EPA policy to consider reasonably anticipated future land uses when making remedy decisions at Superfund sites, so that the remediation of Superfund sites can allow for the safe reuse of sites for commercial, recreational, ecological, or other purposes. Since 1999, EPA's Superfund Redevelopment Initiative and EPA Regions have been helping communities and stakeholders plan for reuse at more than 100 National Priorities List (NPL) sites across the country.

With forethought and planning, communities can return sites to productive use without jeopardizing the effectiveness of the remedy put into place to protect human health and the environment. Across the nation, approximately 400 former NPL sites are either in productive reuse or have reuse plans under development. The commercial and industrial use of these sites supports 15,000 jobs and a half-a-billion dollar increase in annual incomes. Other sites are providing more than 60,000 acres for ecological and recreational uses.

Reuse planning at NPL sites presents a unique set of obstacles, challenges, and opportunities. Superfund site designation represents a commitment that EPA will remediate a site's contamination and will make the site safe for human health and the environment. However, several factors can complicate reuse considerations at these sites, including the level and complexity of contamination, the regulatory and liability scheme used to enforce site remedies, and unclear or resistant site ownership, which can lead to a lengthy and contentious remediation process. Any successful reuse planning effort must be mindful of how a site's reuse and remediation will work together, must involve and expand the capacity of diverse stakeholders to meaningfully participate in the process, and must take into account the long time frames often involved in NPL site remediation.

The City of Waterbury, Connecticut received assistance from EPA Region 1 in July 2004 to undertake a reuse planning process to develop future land use recommendations for the undeveloped 6.8-acre Calabrese Parcel portion of the 30-acre Scovill Industrial Landfill Superfund site. During the reuse planning process, the city worked closely with environmental consultants E² Inc. (the project's consultant team), with support from EPA Region 1 and the Connecticut Department of Environmental Protection (DEP), to develop future land use recommendations and a conceptual reuse strategy for the site. The recommendations and site reuse strategy are intended to inform the site's remedial design and implementation, including EPA's determination of reasonably anticipated future land uses at the site, as well as future community planning efforts.

This report, prepared by the project's consultant team, presents the project's reuse guidelines and site reuse strategy, called a Conceptual Design Framework. It provides an overview of the reuse planning process and highlights key reuse considerations, opportunities, and challenges that the City of Waterbury, EPA Region 1, and DEP will need to keep in mind as the Calabrese Parcel portion of the Scovill Industrial Landfill Superfund site is remediated and returned to use.

Project Timeline

2000

EPA lists the 30-acre Scovill Industrial Landfill Superfund site ("the site") on the National Priorities List (NPL)

July 2004

EPA Region 1 provides the City of Waterbury with grant assistance for a reuse planning study for the undeveloped 6.8-acre Calabrese Parcel portion of the site

August 2004

Members of the project's consultant team visit the site and meet with City of Waterbury officials and staff, EPA Remedial Project Manager Almerinda Silva, and Connecticut Department of Environmental Protection Project Manager Sheila Gleason

November 2004

First community meeting held to introduce the project, identify reuse opportunities and challenges, and establish community reuse preferences, concerns, and priorities

February 2005

Second community meeting held to discuss draft reuse strategy for the Calabrese Parcel created by the project's consultant team

April 2005

Project report created to summarize the reuse planning process, present the project's revised reuse strategy, and highlight next steps



Acknowledgments

E² Inc. would like to thank the following people and organizations for their hard work in support of the reuse planning process and for their valuable contributions to this report.

Members of the City of Waterbury's Plan of Conservation and Development Steering Committee
Residents and Business Owners in Waterbury's East End Neighborhood

Sheila O'Malley, Chief of Staff, City of Waterbury
Melissa Casey, Executive Aide, City of Waterbury
James Sequin, Planner, City of Waterbury
Dan Baroody, Inland Wetlands Coordinator, City of Waterbury

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Historical Aerial Images of the Scovill Industrial Landfill Superfund Site



Aerial View, Scovill Industrial Landfill Superfund Site (1941)



Aerial View, Scovill Industrial Landfill Superfund Site (1963)



Aerial View, Scovill Industrial Landfill Superfund Site (1979)



Aerial View, Scovill Industrial Landfill Superfund Site (2000)

The illustrated aerial images above highlight the evolution of different land uses at the Scovill Industrial Landfill Superfund site (outlined by the red dashed line) between 1941 and 2000. Note the reduction in forest cover (in green) as well as the development of residential areas (in yellow) and commercial areas (in pink). Wastes were landfilled in the southern half of the site between 1914 and the 1940s. Beginning in the 1950s, the site began to fill in with residential and commercial land uses. By the 1980s, the majority of the southern half of the site had been developed. In 1997, the northern portion of the site, the 6.8-acre Calabrese Parcel, was in the initial stages of development when industrial wastes were encountered during excavation for concrete footings. Pages 36-37 of the report provide additional information on the site's history.

Introduction

Today, planning for the remediation of the 30-acre Scovill Industrial Landfill Superfund site and the site's 6.8-acre Calabrese Parcel is underway. EPA and the Connecticut Department of Environmental Protection (DEP) are assessing the site's conditions and contaminants to develop and evaluate potential remedial approaches.

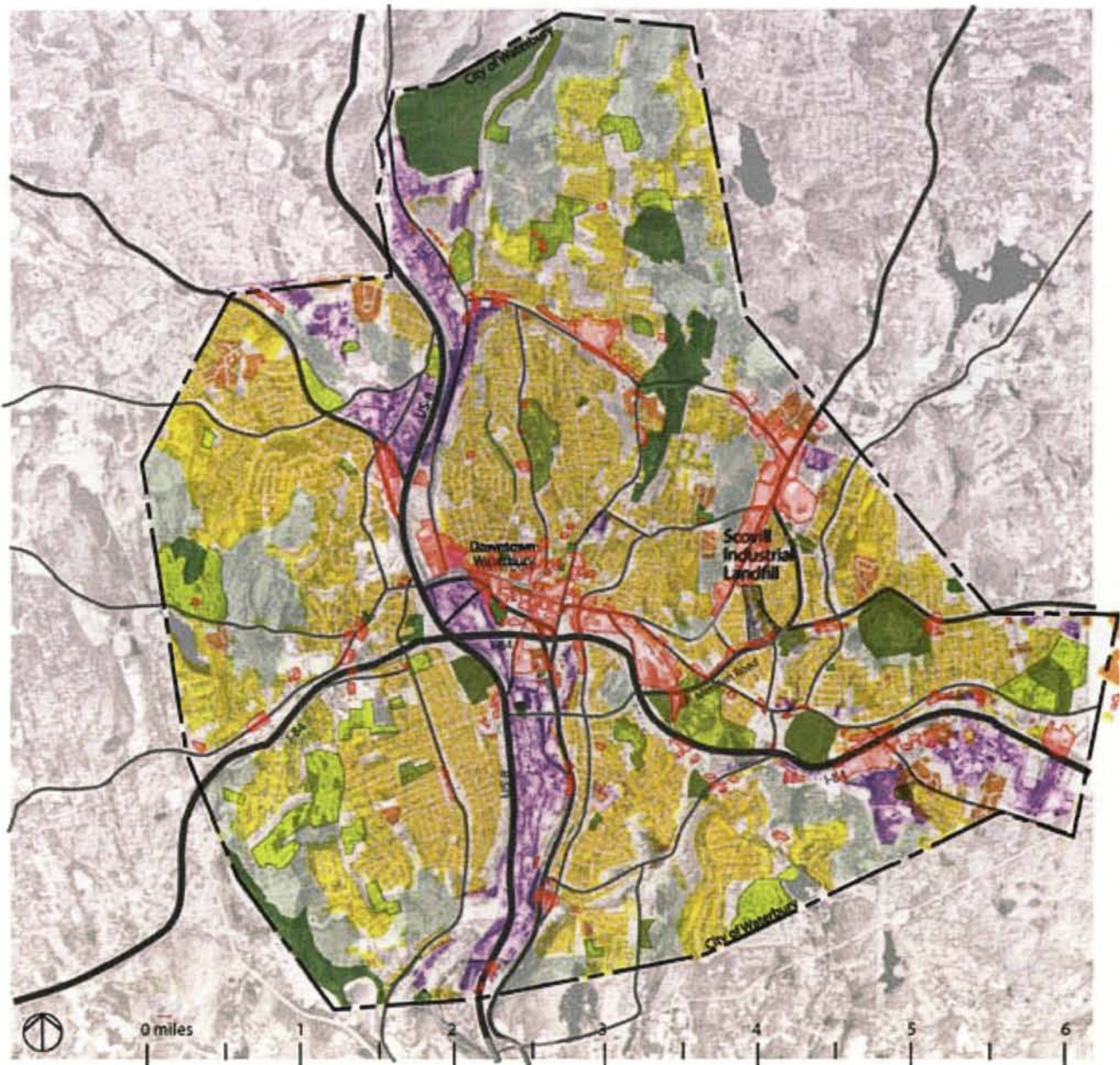
Several years from now, the site's remedy will be in place. The site's remedy will protect the long-term health and safety of community residents, and the site's undeveloped Calabrese Parcel will be available for reuse to help meet community needs and sustain the local economy.

This report is the product of an eight-month planning process conducted by environmental consultants E² Inc. for the City of Waterbury. Funded by EPA Region 1, the City of Waterbury requested that the project's consultant team conduct a general evaluation of potential reuse opportunities for the site's Calabrese Parcel. Due to the potential availability of bond funding from the Connecticut Office of Policy and Management, the city also requested that the project's consultant team evaluate congregate housing, a type of senior housing, as a potential reuse opportunity for the Calabrese Parcel.

Over the past eight months, the project's consultant team has:

- researched the Scovill Industrial Landfill site's history, contamination, and current status;
- worked with the City of Waterbury to assess local land use conditions and the potential impacts of industrial, residential, commercial, recreational, and ecological reuses at the site's 6.8-acre Calabrese Parcel;
- facilitated community meetings in November 2004 and February 2005 to share draft project findings and incorporate community feedback;
- evaluated potential reuse opportunities at the Calabrese Parcel; and
- identified community reuse goals and developed a reuse strategy for the Calabrese Parcel.

The project's findings, presented in this report, are intended to inform the city's future planning activities and EPA's remedial planning for the Scovill Industrial Landfill Superfund site. The project's findings represent a *first* step that the community will need to follow with sustained involvement, partnerships, and resources. Accordingly, this report includes a detailed assessment of partnership opportunities, resources, and next steps to ensure that this report serves as part of an active and ongoing community discussion and continues to inform EPA and DEP's remedial planning for the Scovill Industrial Landfill Superfund site.



Composite Land Use Map, City of Waterbury

Red = Commercial
 Purple = Industrial
 Yellow = Residential
 Green = Parks and Recreation

Project Reuse Guidelines

The following guidelines document the reuse priorities and site-related concerns of participants at the project's two community meetings. These guidelines highlight considerations that will need to be kept in mind as the site is remediated and returned to use. The guidelines also informed the development of the site's reuse strategy.

- The long-term protection of the health and safety of community residents should be the top priority at the Scovill Industrial Landfill site and the Calabrese Parcel.
- Reuse of the Calabrese Parcel should include multiple uses and meet multiple community needs.
- Reuse of the Calabrese Parcel should provide jobs and generate tax revenues for the City of Waterbury.
- Reuse opportunities considered should include congregate housing, municipal land uses, and a local medical/senior wellness facility.
- Reuse of the Calabrese Parcel should integrate the parcel with surrounding land uses and serve as a neighborhood-wide amenity.
- The protection and restoration of ecological resources, including wetlands, at the Calabrese Parcel could serve as a community amenity.

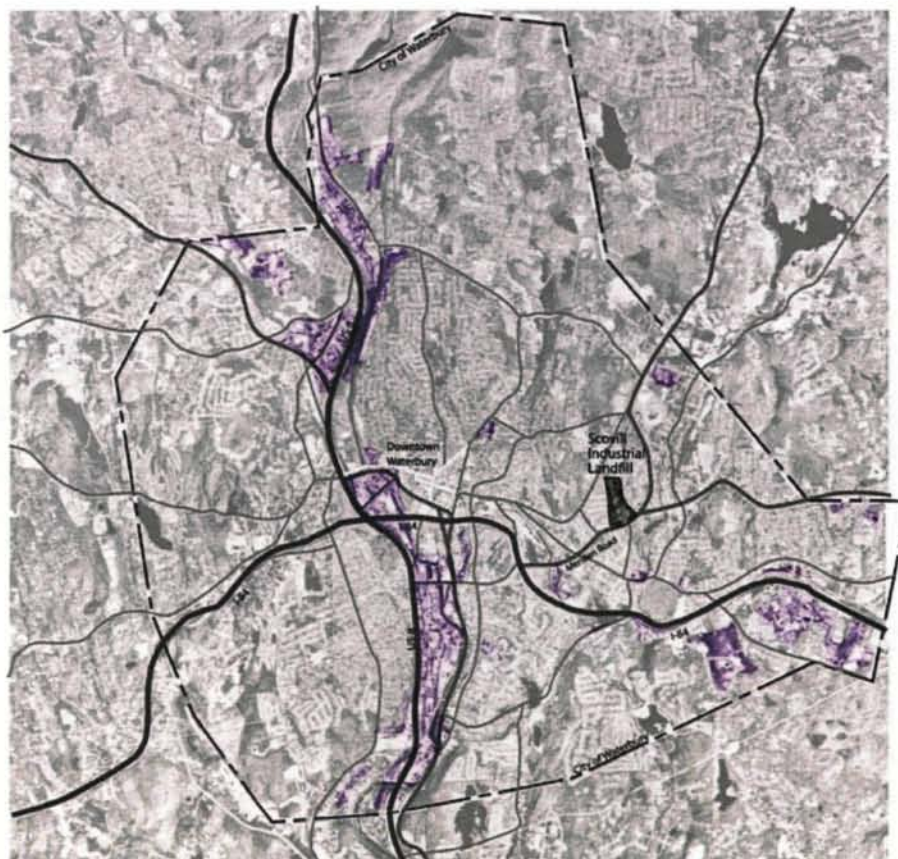
Project Design Guidelines

After participants at the project's community meetings identified the reuse guidelines, the project's consultant team developed additional guidelines to be taken into consideration when the site's next use is actually designed and built. These include:

- Reuse should ensure that the site remains protective of human health and the environment.
- Reuse should provide an immediate resource for the neighbors who live near the site.
- Remedy and reuse should be coordinated and implemented together as efficiently as possible.
- Reuse design should create a flexible framework that can support multiple uses.
- Reuse design should seek to complement and enhance the rich ecological diversity of site.

Land Use Analysis

To inform the development of the site's conceptual reuse framework, the project's consultant team conducted an initial land use analysis to evaluate potential private-sector interest in the Calabrese Parcel for industrial, commercial, and residential land uses. The analysis also evaluated the potential need for new park and recreational facilities in Waterbury. Following the City of Waterbury's request, the analysis also included a detailed evaluation of congregate housing opportunities at the site. Below, this report provides a summary of the project's land use and congregate housing analyses.

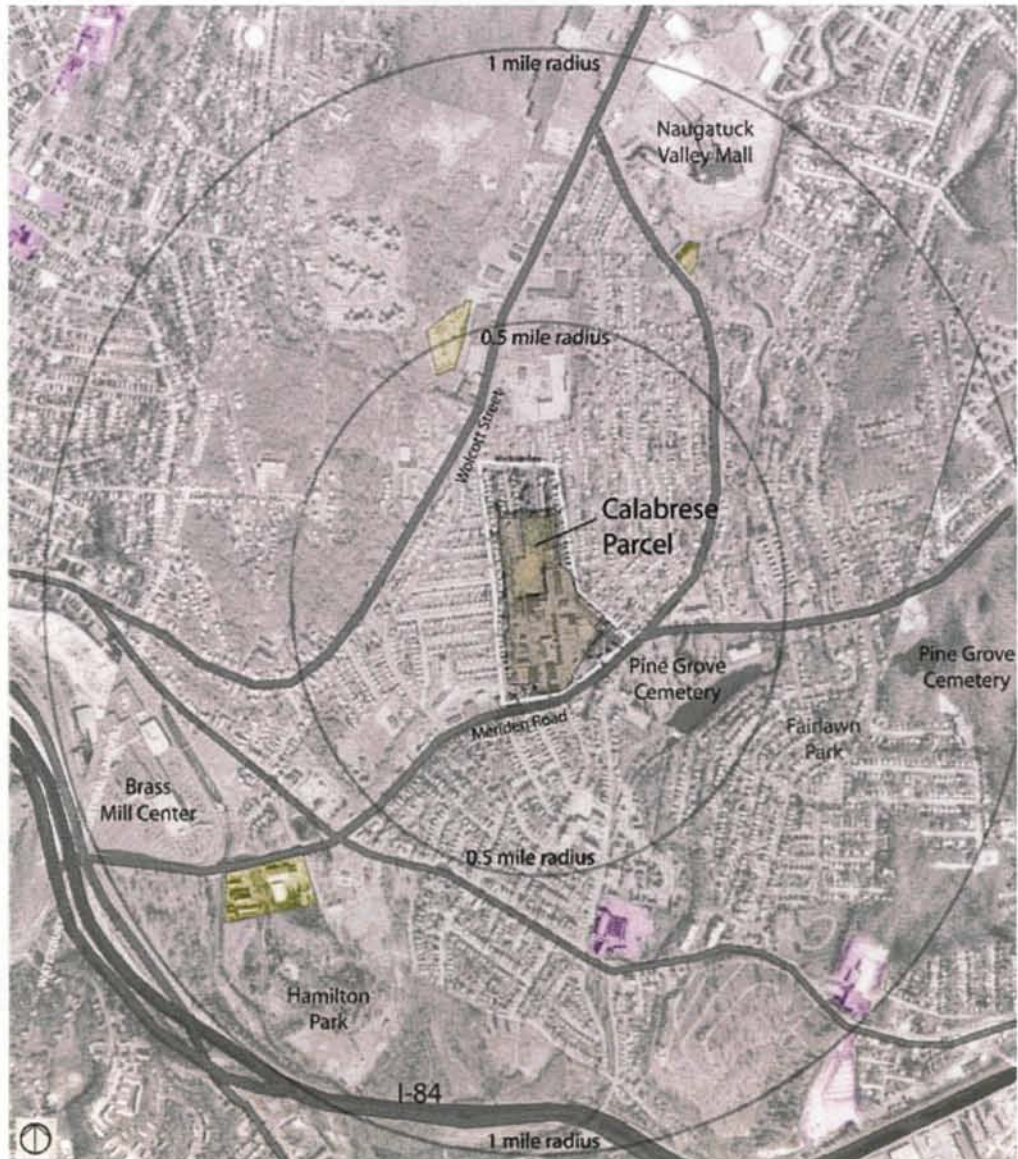


City of Waterbury: Existing Industrial Land Uses

Industrial Land Use Summary: Demand and Suitability

City-Wide Summary

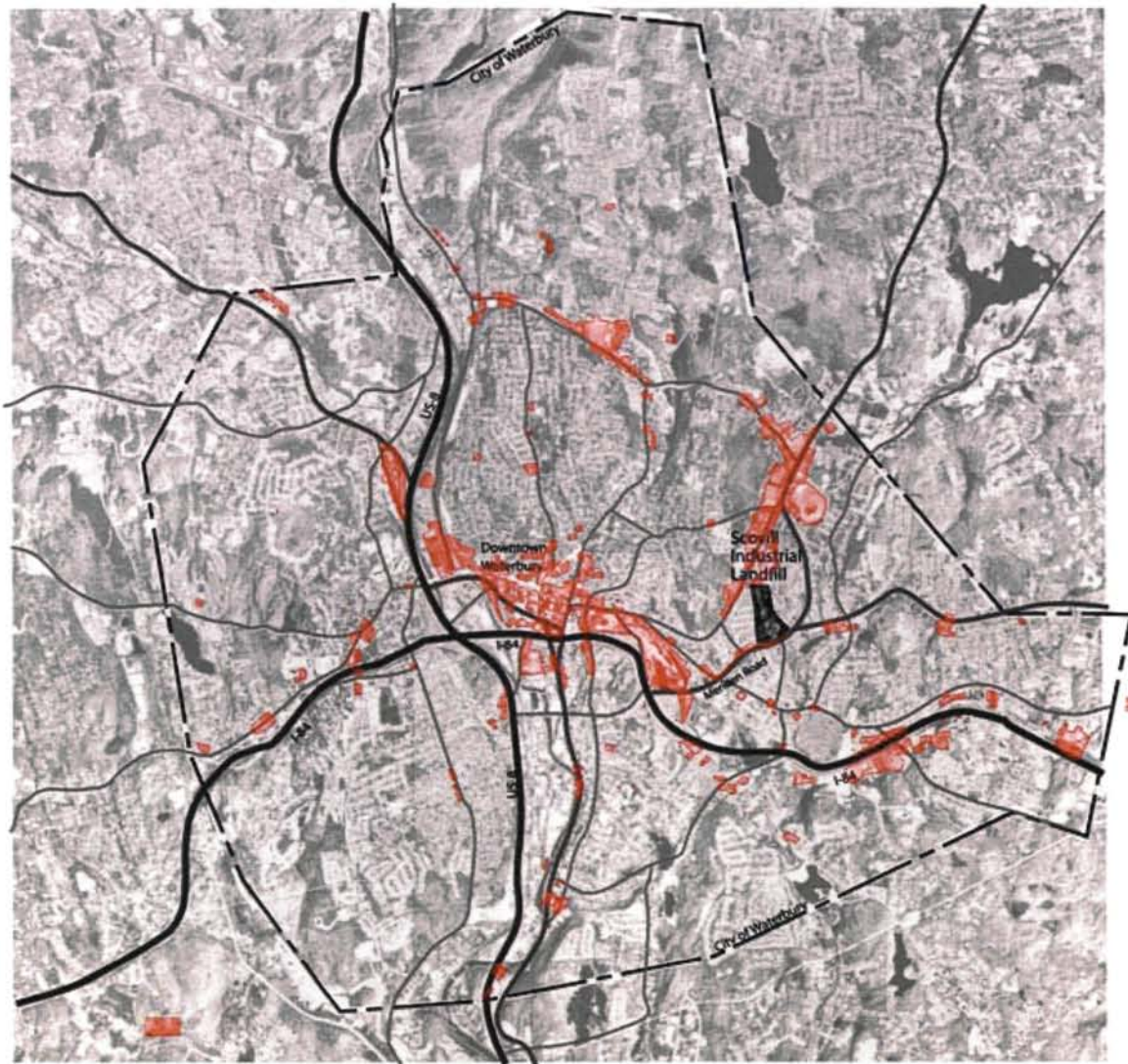
Minimal market demand exists for new industrial land uses in Waterbury, with significant amounts of industrial land and industrial facilities currently available for use. In 2003, the Greater Waterbury Industrial Market comprised 21.8 million square feet of space, with a vacancy rate of 24 percent, according to the 2003 *Greater Waterbury Real Estate Report*. Most existing industrial land uses in Waterbury are located along Interstate 84 and State Highway 8, with most new industrial development located south and west of the city in Middlebury, Southbury, Naugatuck, Prospect, and Beacon Falls.



Industrial Land Uses within a One Mile Radius of the Calabrese Parcel

Calabrese Parcel and Surroundings

In addition to local and regional market conditions, the Calabrese Parcel would not likely be suitable for industrial land uses for several reasons. The 6.8-acre parcel is likely too small for industrial and manufacturing operations. Industrial land uses would also likely be incompatible with the parcel's surrounding residential neighborhoods and commercial district. Finally, the area's local road system lacks adequate capacity to support industrial transportation needs.

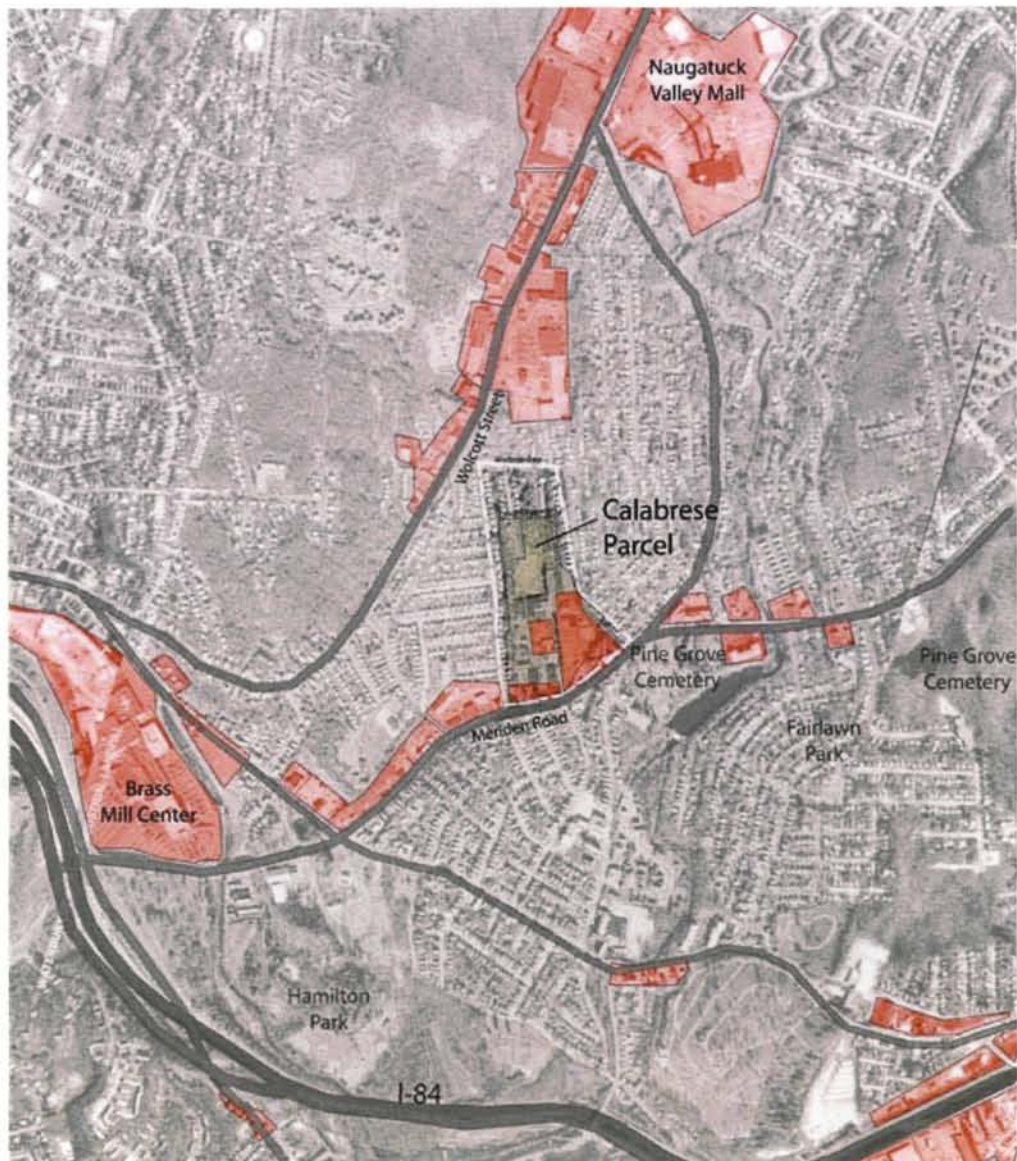


City of Waterbury: Existing Commercial Land Uses

Commercial Land Use Summary: Demand and Suitability

City of Waterbury

While new commercial office and retail developments are under construction in Waterbury and surrounding communities, the Calabrese Parcel is not likely to attract significant market interest for commercial redevelopment opportunities. Commercial office land uses are concentrated in Waterbury's Central Business District and along the I-84 corridor. Commercial retail land uses are concentrated along the I-84 and State Highway 8 corridors, as well as the Wolcott Street corridor.



Commercial Land Uses within a One-Mile Radius of the Calabrese Parcel

Calabrese Parcel and Surroundings

While the Calabrese Parcel is located in close proximity to significant existing commercial land uses, interviews with local real estate agents and with the East End Neighborhood Association indicate that these commercial areas are largely meeting the needs of East End residents. Commercial development located on the Scovill Industrial Landfill Superfund site includes a convenience store, a bank, restaurants, a child day care provider, and a taxicab company. Mattatuck Plaza, situated north of the site, serves as a neighborhood commercial center. Other commercial centers in close proximity include the Brass Mill Center, located southwest of the site, and the redeveloped Naugatuck Valley Mall, located to the northwest. The Calabrese Parcel does not appear to offer any unique advantages that would enhance market interest in its commercial reuse. The parcel's off-corridor location and access challenges would also likely limit interest in commercial development.

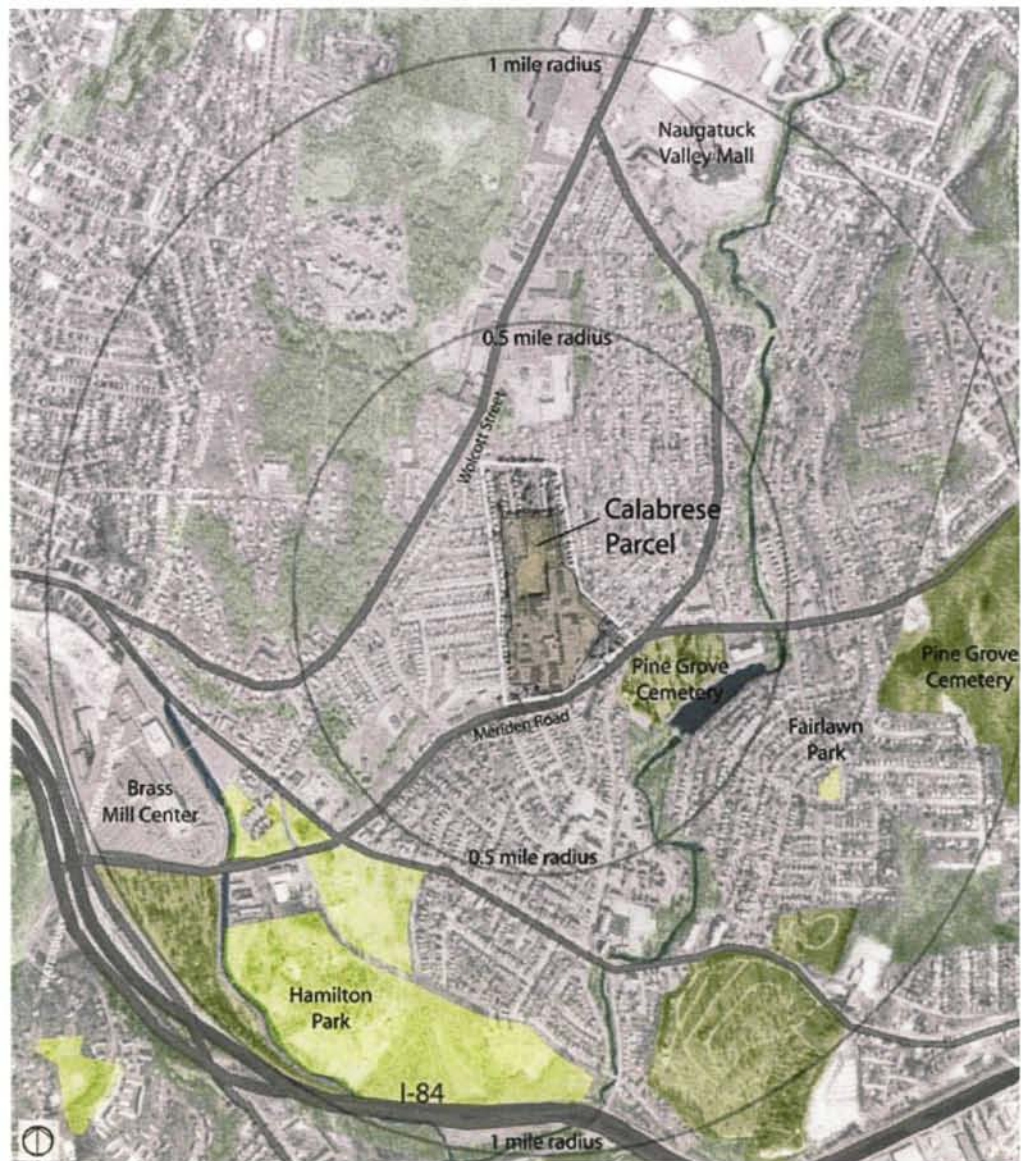


City of Waterbury: Existing Parks and Recreational Facilities

Parks and Recreational Land Use Summary: Demand and Suitability

City of Waterbury

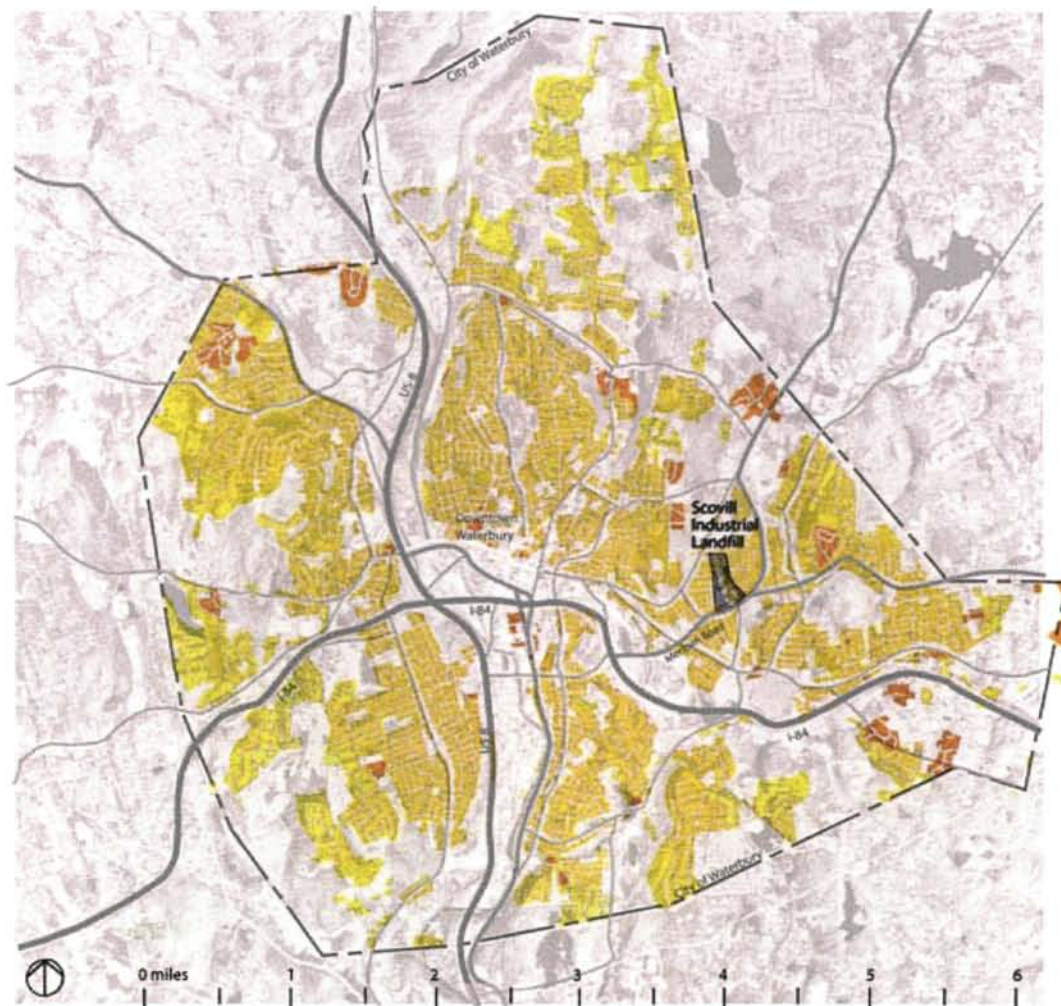
The Calabrese Parcel is large enough to host multiple passive and active recreational facilities, including walking trails and sports fields. However, there are 23 parks in the City of Waterbury, ranging in size from large (30+ acre) historic parks, such as Hamilton and Fulton Parks, to smaller neighborhood parks, such as Fairlawn Park in Waterbury's East End. The City of Waterbury indicated during the reuse planning process that existing park facilities are adequate to meet current community needs and that additional city funding is fully obligated to the maintenance and enhancement of existing parks and recreational facilities in Waterbury.



Parks and Recreational Facilities within a One Mile Radius of the Calabrese Parcel

Calabrese Parcel and Surroundings

The two parks and recreational facilities located nearest the Calabrese Parcel are Fairlawn Park and Hamilton Park. Fairlawn Park, located one mile to the southeast of the site, is a small neighborhood park with a playground. Hamilton Park, located three-quarters of a mile to the south of the site, is one of the city's large historic parks with ball fields, ponds, and walking trails. While these facilities help meet the recreational needs of local residents, northern portions of the Calabrese Parcel include an additional recreational resource: wetland areas. These areas could provide passive recreational opportunities, including boardwalks and walking trails, as well as environmental education opportunities, all of which could serve as amenities for local residents and schools.

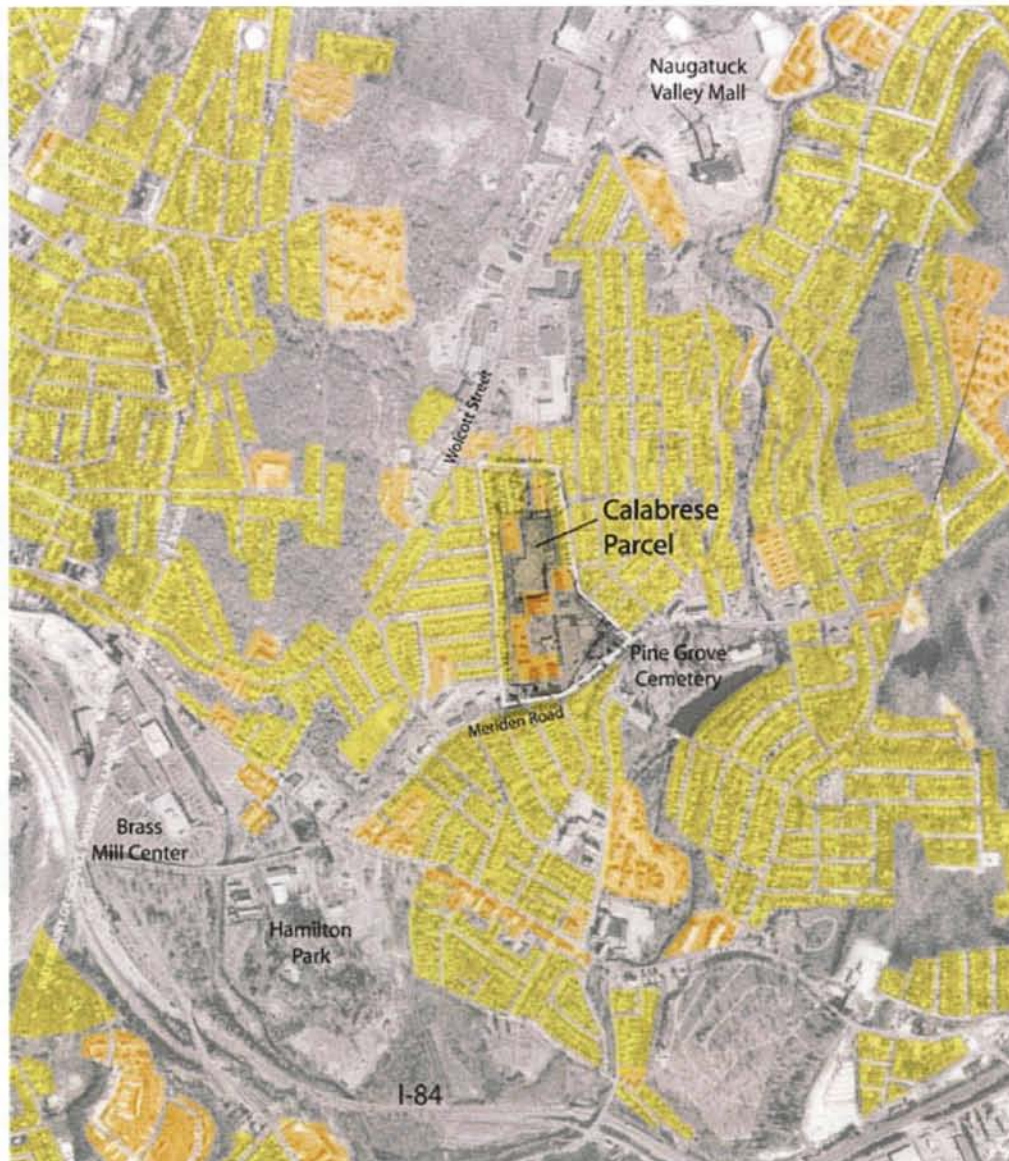


City of Waterbury: Existing Residential Land Uses

Residential Land Use Summary: Demand and Suitability

City of Waterbury

Residential land uses are the predominant land use in the City of Waterbury, including significant areas of single-family homes, multi-family homes, and apartments, and smaller areas of townhomes and condominiums. Waterbury's local housing market remains strong due to low interest rates and low home costs, which attract residents and investors from surrounding communities and the greater New York City region. Most residential land in Waterbury has been developed; most undeveloped land remaining has physical conditions that render development infeasible (e.g., steep slopes, unfavorable geology, wetlands).



Residential Land Uses within a One-Mile Radius of the Calabrese Parcel

Calabrese Parcel and Surroundings

The Scovill Industrial Landfill Superfund site includes both single- and multi-family housing and the Calabrese Parcel is largely surrounded by residential land uses. Houses in Waterbury's East End range in size from 900 to 2,300 square feet and cost, on average, between \$95,000 and \$189,000. The majority of homes are located on lots that range in size between one-quarter and one-third of an acre. Homes in the immediate vicinity of the Calabrese Parcel average 1,100 square feet in size and cost, on average, approximately \$120,000. Given the proximity of the Calabrese Parcel to surrounding residential areas, planning should ensure that future uses of the 6.8-acre parcel address the needs and priorities of surrounding neighborhoods as well as serve as a community-wide amenity.

Congregate Housing Analysis

As part of the project's general analysis of local land use trends and potential reuse opportunities, the City of Waterbury also requested that the project's consultant team analyze the feasibility of congregate housing, a type of senior housing, as a potential reuse opportunity for the Calabrese Parcel. At the outset of the project, the Connecticut Office of Policy and Management indicated that approximately \$2.5 million in bond funding could be made available to facilitate the site's return to use as congregate housing. The consultant team's land use analysis and housing analysis both indicate that a senior living facility and affiliated medical / senior wellness center would be supported by local market conditions and could provide significant, community-wide benefits.



The National Picture: Demographic Trends across the United States

The number of people age 65 and over in the United States has increased steadily for several decades; the number is expected to grow dramatically as America's baby boom generation ages over the next 30 years. According to the U.S. Census Bureau, the number of Americans age 65 and over increased from 19.9 million to 31.5 million between 1970 and 1990 and will increase to 39.3 million by 2010. By 2030, the number of Americans in that category will have increased to 65.6 million. Over the same time span, they will have grown from 9.8 percent of the population to nearly 22 percent. In addition to the increased number of Americans reaching senior status, Americans are also living longer. Since 1900, when the average age at death was 49 years, life spans have climbed approximately 50 percent to an average of about 75 years. In 1980, there were 2.2 million Americans age 85 and over. In 2050, there will be 15.2 million Americans in this age group.



Senior Citizens in America: National Demographic Characteristics

- Approximately 50 percent of senior citizens are married, 40 percent are widowed, and five percent are divorced.
- Approximately 38 percent of senior citizens have a net worth of more than \$100,000, while nearly 30 percent have a net worth of less than \$25,000.
- Areas with the largest concentrations of senior citizens include Florida, the Midwest, and the Northeast.
- Most growth will occur from senior citizens "ageing in place," with lesser amounts of growth from migration (typically of younger elderly).
- Growing senior citizen populations are increasingly common in both urban and suburban areas.

The Local Picture: Senior Citizens in the City of Waterbury and the East End

As illustrated by the first table below, the City of Waterbury has a higher senior population and lower senior income indicators than state and national averages. The second table highlights the significant numbers of elderly and middle-aged Americans living within a 30-mile radius of the Calabrese Parcel. All data are from the 2000 Census.

	United States	Connecticut	Waterbury
Population 65+	12.4%	13.8%	15%
Individual Households 65+	9.2%	10.1%	12.1%
Households w/ 65+ Resident	23.4%	25.1%	26.5%
Households with Social Security Income	25.7%	27.0%	30.3%
Mean Social Security Income	\$11,320	\$12,180	\$10,927
Households with Retirement Income	16.7%	17.6%	17%
Mean Retirement Income	\$17,376	\$18,121	\$14,775
Population 65+ Below Poverty Level	9.9%	7%	11.1%

Age Cohort	Radius Around Calabrese Parcel			
	1 Mile	5 Miles	10 Miles	30 Miles
45 to 54	4,683	27,423	38,905	409,690
55 to 64	3,168	17,865	24,310	264,288
65 to 74	2,559	13,686	18,250	200,049
75 to 84	2,221	11,440	15,075	152,366
85+	870	4,412	5,666	56,694
Total	13,501	74,526	102,206	1,083,087

Congregate Housing Introduction

Diverse services and housing types have been developed to meet the needs of America's growing elderly population. Residential options are arranged along a continuum, from age-restricted housing for independent elderly through assisted-living and nursing homes for dependent elderly. While the majority of senior citizens in the United States continue to live in conventional or shared housing, an increasing number of seniors choose to move to interim housing that provides a social setting as well as a variety of services and resources.



Congregate housing is a multi-unit facility that offers a rental program with limited support services, like housekeeping and meals. Congregate housing can also incorporate additional facilities, like a medical facility / senior wellness center, and provide transportation services and recreational and educational programs. Accordingly, congregate housing can be easily integrated into existing neighborhoods and can provide services that meet the needs of building residents and the senior citizens living in the surrounding community. Nationally, congregate housing costs an average of \$1,400 to \$2,000 per month per person.

Potential Demand for New Congregate Housing in the City of Waterbury and the East End

The tables on the previous page illustrate that significant numbers of elderly and middle-aged Americans live within a 30-mile radius of the Calabrese Parcel. Studies indicate that most senior housing facilities draw the majority of their residents from within a 25-mile radius of their location, given that a majority of seniors tend to "age in place" or move within a small geographic area. Senior housing represents a local business serving a local marketplace.

The consultant team's review of existing senior housing facilities in Waterbury and interviews with local senior housing organizations, real estate specialists, and the East End Neighborhood Association also indicate that senior housing in general and a congregate housing facility in particular at the Calabrese Parcel could address local needs and serve as a significant community-wide amenity.

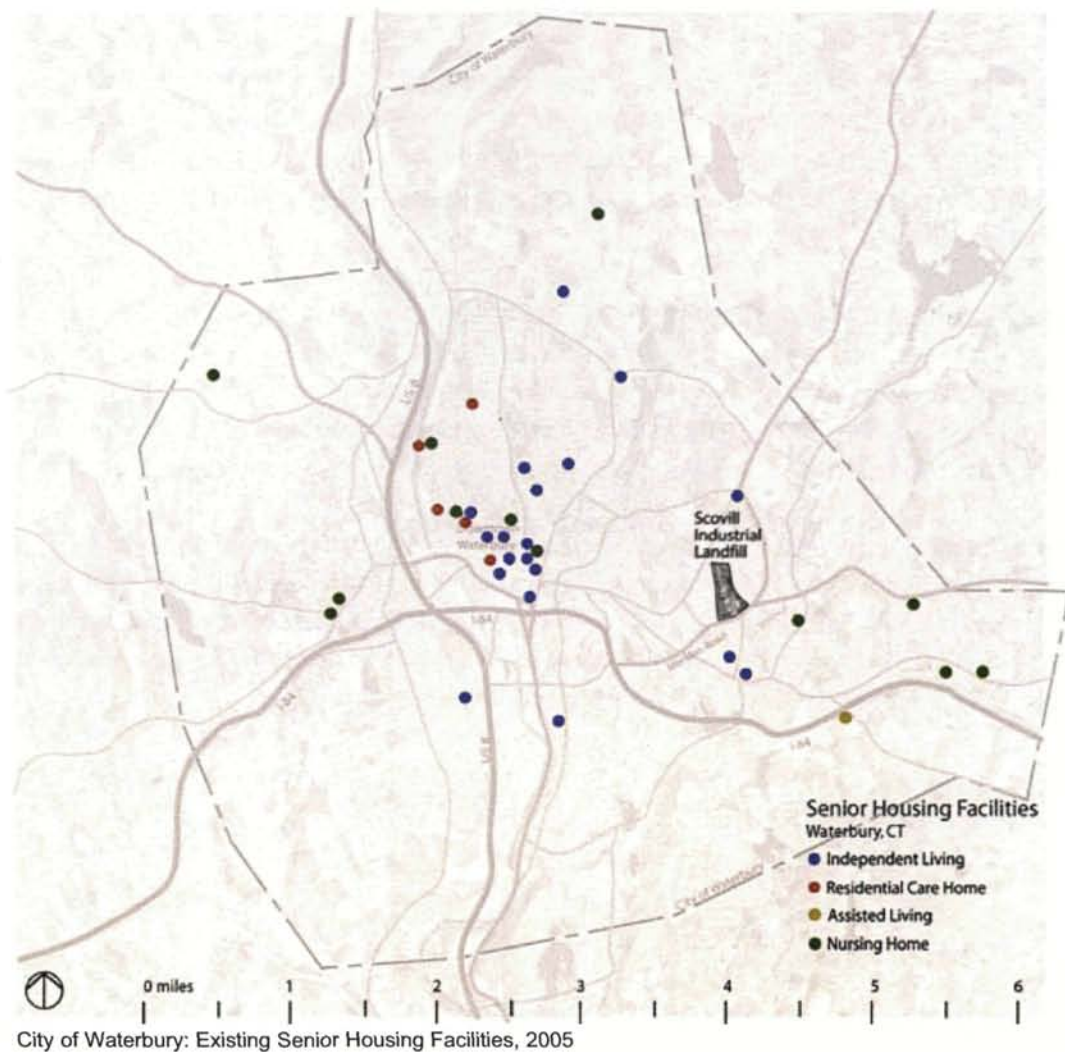
The table on the next page highlights that, while there are more than 40 senior housing facilities located in the City of Waterbury, there are no congregate housing facilities. The nearest congregate housing facility is the Robert E. Hutt congregate housing facility in Naugatuck, a three-story, 36-unit facility built in the mid-1990s and operated by the Naugatuck Housing Authority.

The map on the next page highlights that the majority of senior housing facilities in Waterbury are clustered in the center of the city, particularly in the Overlook neighborhood between Thomason Avenue and North Main Street.

The city's existing Commercial Arterial (CA) zoning for the Calabrese Parcel will allow congregate housing as a Special Conditional Use, subject to a public hearing and approval of a special exception by the Zoning Board of Appeals (zoning ordinance section 5.13-13).

Senior housing facilities in the City of Waterbury, 2004

Type of Facility	Number
Assisted Living	1
Congregate Housing	0
Continuing Care Retirement Community (CCRC)	0
Independent Living	23
Nursing Home	11
Residential Care Home	6



Additional Senior Housing Considerations

Through research and discussions with local senior service and housing providers, the consultant team identified several additional considerations applicable to the potential development of congregate housing at the Calabrese Parcel:

- **Housing Costs:** The cost of congregate housing is greater than that for independent living facilities. On average, congregate housing costs between \$1,200 and \$2,000 per month (45% service costs / 55% housing costs) per person, while independent living facilities cost between \$600 and \$1,200 per month (100% housing costs). Project development may need to focus on ensuring the affordability of congregate housing at the Calabrese Parcel.
- **New Population Growth:** As Waterbury's population continues to diversify, it is increasingly important to address the needs of its immigrant elderly population. Local senior service providers noted an unmet demand for senior housing among the city's growing Hispanic population, many of whom speak limited English and have limited financial resources.
- **New Senior Households:** An increasing number of senior households in Waterbury include grandparents raising school-age grandchildren. Many of these seniors live independently, either continuing to work or stretching fixed incomes due, in part, to difficulty in gaining entry to traditional senior housing. This emerging dynamic is creating a need for housing that can address both the needs of aging seniors and those of school-age children.
- **Safety:** Local senior service providers noted that safety, both real and perceived, is a major concern for Waterbury-area seniors. They emphasized that any new senior housing development should include an enclosed courtyard or similar features that allow seniors to gather and interact with each other in a safe environment outside of their apartments. Careful consideration should also be given to both who has access and how they gain access to any new senior housing facility built on the Calabrese Parcel.
- **Transportation:** In general, there is a growing need among Waterbury seniors for "on-demand" transportation that provides access to grocery stores and other amenities. Many residents of existing senior housing facilities in the area depend on their own automobiles for transportation. While the Calabrese Parcel is relatively close to several commercial areas, residents of any new senior housing development at the parcel may require affordable and reliable transportation assistance.

Conceptual Reuse Framework for the Calabrese Parcel of the Scovill Industrial Landfill Superfund Site

The project's consultant team worked with Waterbury-area residents, community groups, and city officials to develop a site reuse strategy, called a Conceptual Reuse Framework. The components of the framework are based on multiple sources of information, including the project's reuse guidelines and goals identified by participants in the project's community meetings, physical analyses of the site, and a land use analysis of conditions in the City of Waterbury and the surrounding region. The resulting strategy is called a "framework" because it represents an early plan, a flexible structure able to incorporate additional detail and information as the site's remedy is designed and implemented. The remediation of Superfund sites like the Scovill Industrial Landfill site can take years, rather than months, so plans for the site's future use must be flexible enough to incorporate new information over time.

The Conceptual Reuse Framework for the Calabrese Parcel is divided into two areas, a buildable area and a community amenity area, organized by existing physical and environmental conditions, including topography, hydrology, and vegetation.

The buildable area, which could support a congregate housing and medical/senior wellness center area and parking, is located in the dry upland meadow area in the southern portion of the parcel. The area could also include a playground, picnic area, or community garden.

The second area, a community amenity area, is located in the wooded wetlands areas in the northern and eastern portions of the parcel. The area could serve as an environmental education space and as a natural recreation area for walking and running. The low-lying area also acts as a natural stormwater management area, collecting stormwater run-off from neighboring roads, backyards, and rooftops.



Conceptual Reuse Framework for the Calabrese Parcel
of the Scovill Industrial Landfill Site

The Conceptual Reuse Framework's design recognizes the parcel's location within existing East End neighborhoods.¹ Walking trails, including a boardwalk through the wooded wetland area, would not only connect areas on the site, but also connect the site with adjacent neighborhoods and commercial corridors. As such, the reuse framework's proposed residential, medical, and passive recreational reuses for the Calabrese Parcel could serve the needs of the younger and older residents living in Waterbury's East End.

¹ The framework is also designed in accordance with the city's zoning regulations.

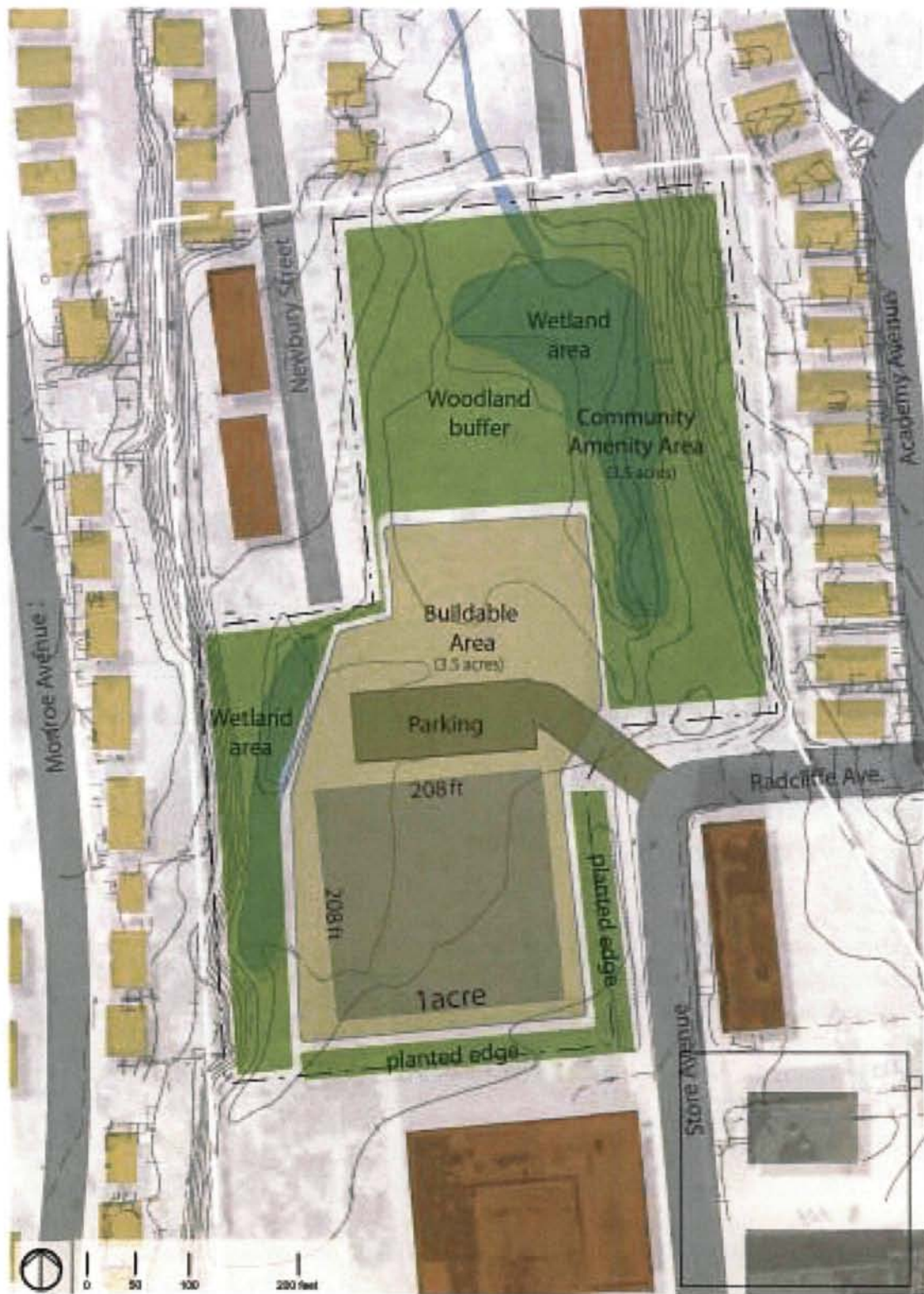
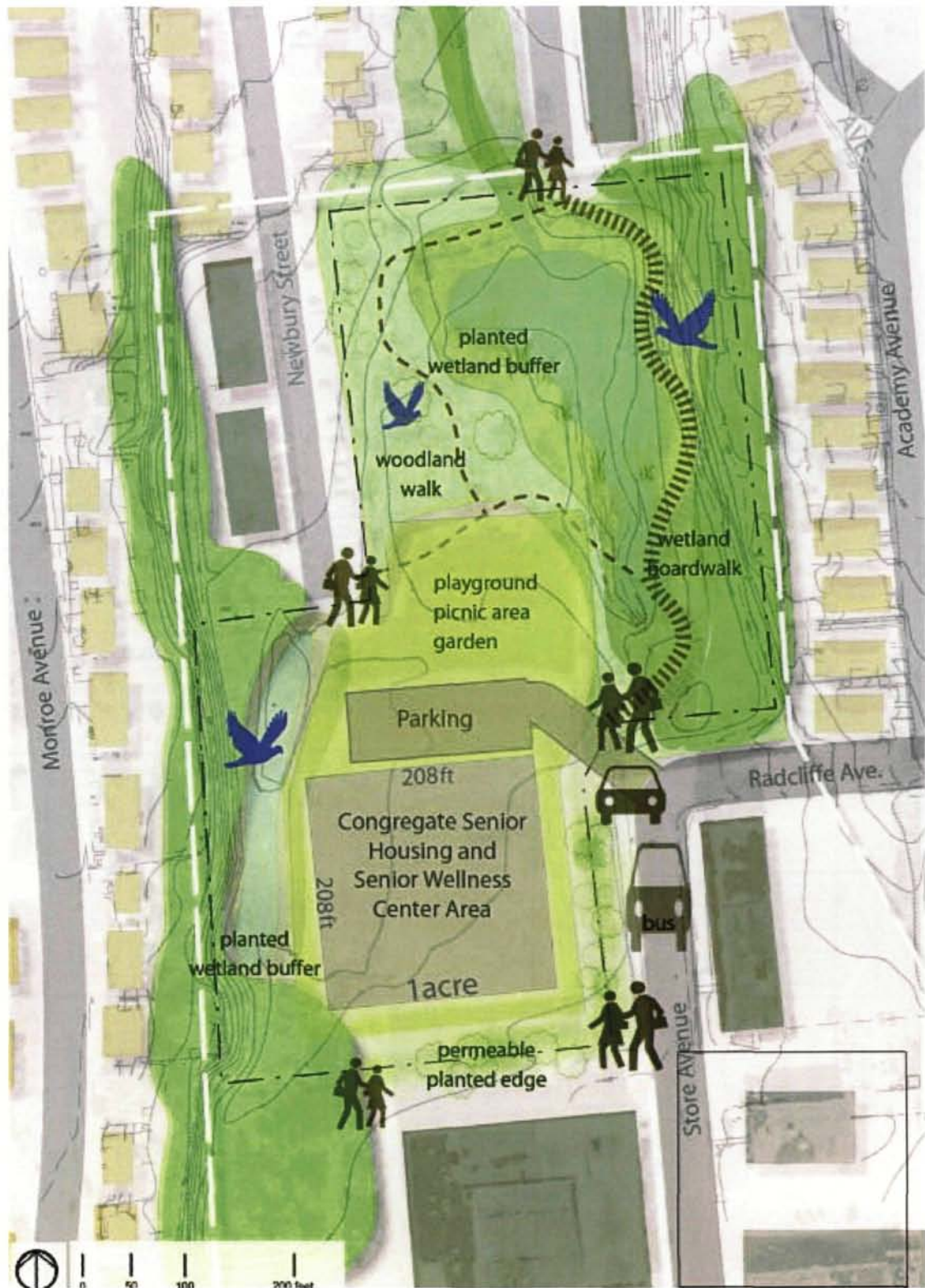






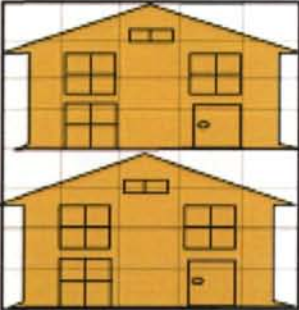



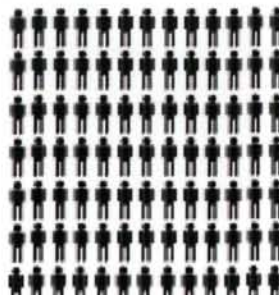



Diagram of the Congregate Housing and Medical/Senior Wellness Center Area (in tan) and Community Amenity Area (in green) at the Calabrese Parcel



Conceptual Reuse Framework for the Calabrese Parcel, Indicating Potential Future Uses and Vehicular and Pedestrian Access Points.

Suggested number of units and parking spaces per lot size for Congregate Senior Housing and Wellness Center

Lot Size / Number of units		Number of residents	Number of suggested parking spaces per unit (1 space per 3 units)
1/4 acre 8-12 units 8-24 residents 3-5 parking spaces			
1/2 acre 17-25 units 17-50 residents 6-10 parking spaces			
1 acre 35-50 units 35-100 residents 12-20 parking spaces			
1 acre wellness center 35-50 units 35-100 residents 20-40 parking spaces			

Source: Gordon, Paul, 1998, *Seniors' Housing and Care Facilities*, Washington, D.C.: Urban Land Institute.

Conceptual Reuse Framework Evaluation:

Congregate Senior Housing, Medical/Senior Wellness Center Area, Community Amenity Area, and Commercial Reuse

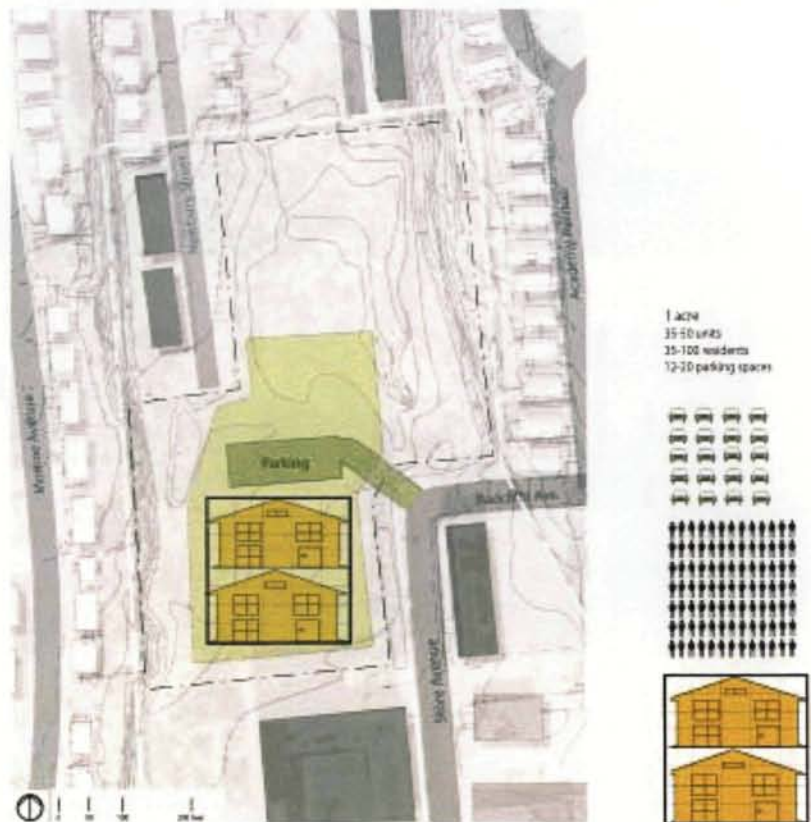
The one-acre area outlined in the framework would be able to support a single facility that could host 35-50 congregate housing units, 35-100 residents, 12-20 parking spaces, and a senior wellness facility. As outlined by the illustration below, the area could also be divided into multiple smaller buildings that could host the congregate housing facilities and the medical/senior wellness center independently. The symbols of cars and people in the legend represent potential parking requirements and the number of people that the land use could feasibly support at the Calabrese Parcel.

Congregate Housing

Congregate housing is a multi-unit facility that provides a rental program with limited support services, like house-keeping and meals. Congregate housing can also incorporate additional facilities, like a senior wellness center, and provide transportation services as well as recreational and educational programs.

Potential congregate housing amenities identified during the project's two community meetings, held in November 2004 and February 2005, include:

- Community library
- Hairdresser salon
- Greenhouse
- Reading area
- Television and games room
- Community gathering areas
- Shared living space
- Access to local public transportation network
- Adequate parking



Conceptual Diagram of Congregate Housing Facility Located on the Southern Uplands Portion of the Calabrese Parcel

Community members also emphasized that, to the extent feasible, shared congregate facilities and gathering areas should be open to residents and visitors from surrounding neighborhoods, enabling friends, children, and grandchildren to visit facility residents.

In terms of design considerations, national senior housing surveys conducted by the American Association of Retired Persons indicate that one-bedroom units are most popular with seniors, with median unit size ranging from 600 to 650 square feet. Priority design features include open plan designs; storage space; adjustable shelving, closet rods, and counters; compact kitchens; unobtrusive safety features; recessed "private" entry doors; opportunities for social interaction in common areas; safety and security; natural light; and attention to avoiding interior and exterior obstacles.

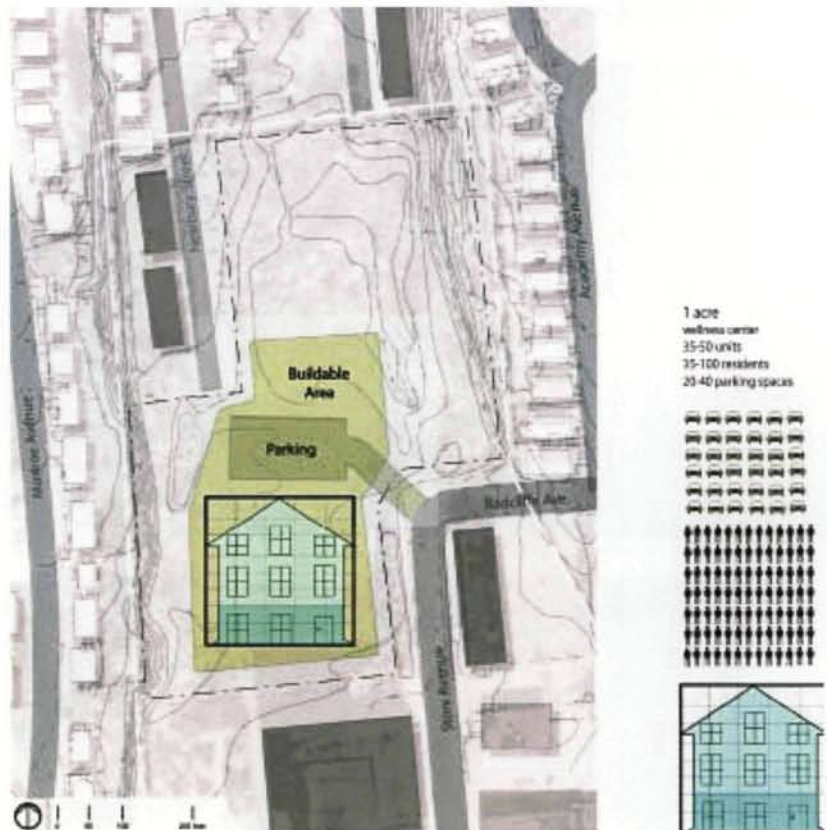


Medical / Senior Wellness Center

During the project's first community meeting, held at the East End Senior Center in November 2004, community residents indicated interest in the incorporation of a medical/senior wellness center as part of a congregate housing facility at the Calabrese Parcel. Community residents indicated that a senior wellness center could help address the local community's need for additional health care facilities, particularly for the elderly, provide on-site residents with additional amenities, and provide an additional impetus for interaction between neighborhood residents.

Senior wellness center components could include a variety of health-related and educational services such as:

- Availability of a registered nurse and social worker
- Health screenings and assessments
- Medical office space
- Health and nutrition education and counseling
- Medication management and consultation
- Fitness programs
- Daily hot lunch
- Health and wellness resource library
- Volunteer opportunities
- Assistance with transportation

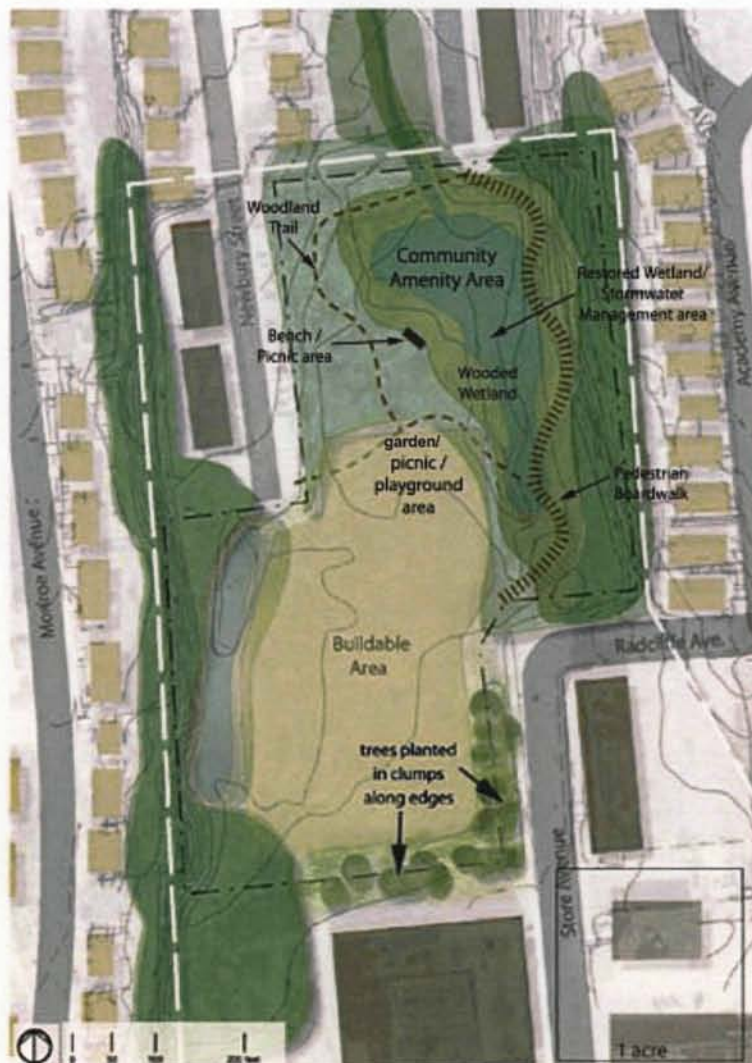


Conceptual Congregate Housing and Medical/Senior Wellness Facility diagram, with housing located on the upper floors and Medical/Senior Wellness Facility located on the ground floor. The building and associated parking would be situated in the southern uplands area of the Calabrese Parcel.



Community Amenity Area

Community residents at the first and second community meetings expressed interest in preserving the wooded wetland area of the site as a community amenity area. The woods located on the northern portion of the Calabrese Parcel could potentially serve as wildlife habitat as well as a recreational space with trails and a wetland boardwalk. Along the northern edge of the meadow and southern edge of the wooded wetlands, there is potential to develop this space as a community garden, picnic, or playground area, serving both residents of the site as well as those in the adjacent communities. Wetland areas at the Calabrese Parcel could provide opportunities for environmental education for local schools, as well as serve as a key stormwater area, collecting stormwater from nearby roads, backyards, and rooftops. The wetlands act as filters for non-point source pollutants, helping to cleanse stormwater runoff and slow water flow, and maintaining the health of watercourses downstream. Ultimately, the community amenity area would provide a sustainable, low-maintenance natural area for local residents and area seniors to visit and enjoy.



Conceptual Diagram of the Community Amenity Area Located on the Northern Wooded Wetlands Portion of the Calabrese Parcel

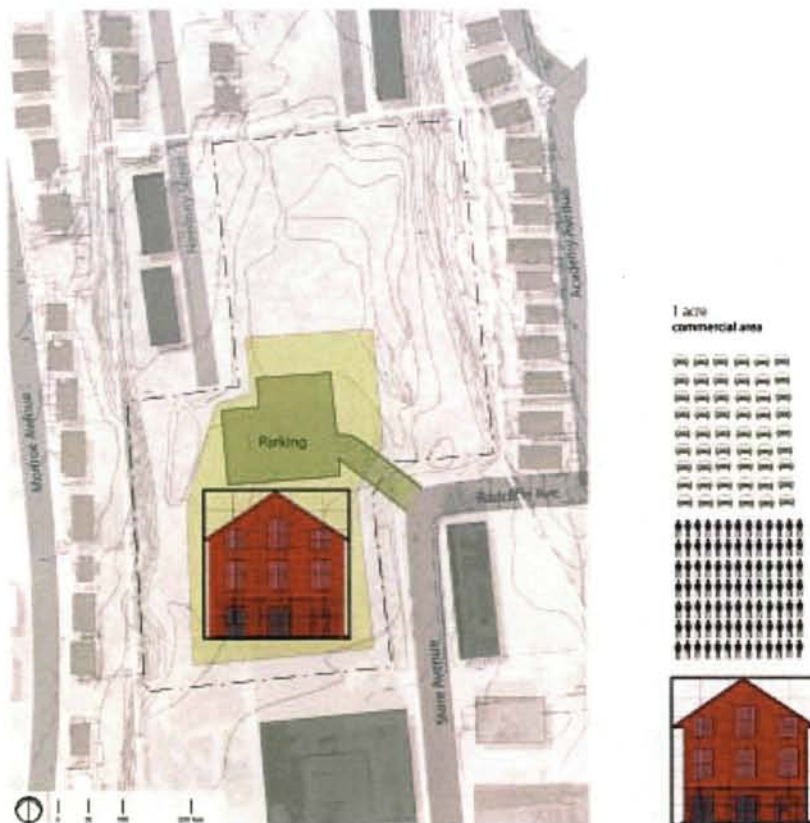
Commercial Reuse

At the second community meeting, held at Kennedy High School in February 2005, community residents expressed interest in the development of commercial uses at the Calabrese Parcel. The area's existing Commercial Arterial (CA) zoning would allow for a range of commercial uses, from eateries and auto repair services to parking garages and office parks, at the Calabrese Parcel. This section of the report presents a conceptual diagram of a one-acre commercial development and associated parking area requirements. The symbols of cars and people in the legend represent potential parking requirements and the number of people that the land use could feasibly support at the Calabrese Parcel.

Working with the City of Waterbury, the project's consultant team determined that commercial land uses at the Calabrese Parcel likely face several significant challenges, including the area's:

- small size (6.8 acres), including unbuildable wetland areas;
- off-corridor location and limited transportation access;
- residential surroundings; and
- significant amount of existing commercial land uses located in close proximity to the Calabrese Parcel.

Accordingly, the project's Conceptual Reuse Framework focuses on opportunities for congregate housing, a medical/senior wellness center, and passive recreation at the Calabrese Parcel.



Conceptual Diagram of One Acre of Commercial Use and Parking Area
Located on the Southern Uplands Portion of the Calabrese Parcel

Site surroundings map with potential commercial use of the Calabrese Parcel

Note the extensive areas of nearby commercial development, including Mattatuck Plaza, the Brass Mill Center, and Naugatuck Valley Mall.

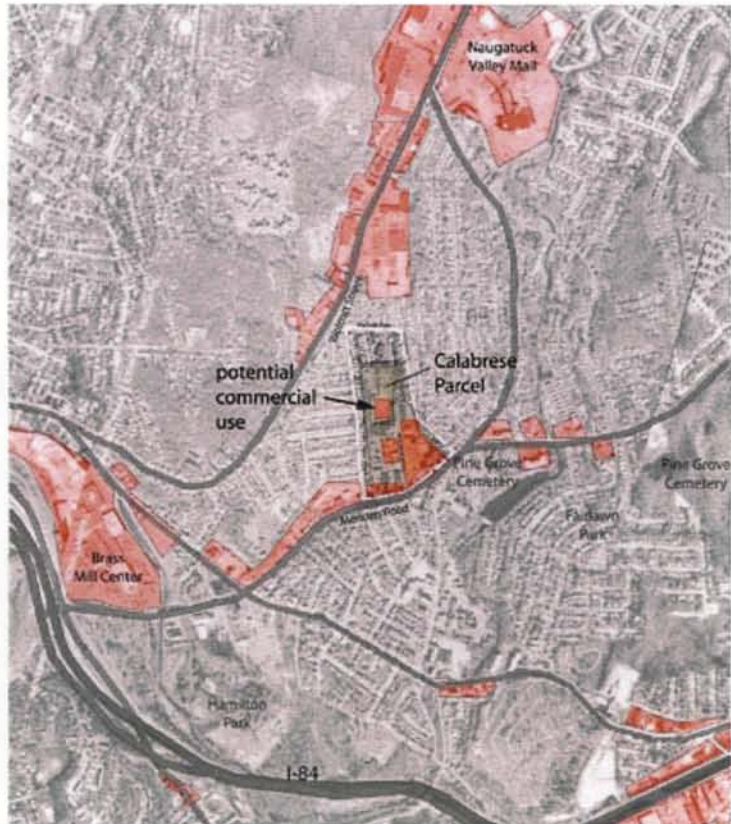


Diagram of vehicular and pedestrian access to the Calabrese Parcel

Note the off-corridor location and access challenges posed by the Calabrese Parcel.



Key Reuse Considerations and Project Next Steps

1. *Institutionalize and sustain the community's reuse planning capacity for the Calabrese Parcel over the long-term.*

The reuse planning process for the Calabrese Parcel at the Scovill Industrial Landfill Superfund site is an important first step that will inform the development of the site's remedy and the site's eventual reuse. In the years to come, as EPA and DEP work to remediate the site, the reuse planning process will need to focus on updating and implementing the project's reuse guidelines and Conceptual Reuse Framework, with the City of Waterbury helping to steward the site back into successful use.

2. *Transfer the ownership of the Calabrese Parcel to the City of Waterbury or a specially designated public authority to facilitate the site's reuse.*

The Calabrese Parcel is currently owned by Store Avenue Associates LLC, while the remainder of the Scovill Industrial Landfill Superfund site is owned by multiple land owners. Store Avenue Associates LLC has indicated a willingness to transfer the Calabrese Parcel to the City of Waterbury as part of a site settlement with EPA and DEP. From the outset of the reuse planning process, the City of Waterbury has indicated that the process has provided an avenue through which to explore opportunities to transfer ownership of the parcel to the city or a specially designated public authority. The city's ownership of the Calabrese Parcel would not mean that the city would need to develop congregate housing at the Calabrese Parcel. Rather, the city's ownership of the parcel will enable the city to stipulate development requirements so that private parties can develop the parcel in accordance with the project's reuse guidelines and the project's Conceptual Reuse Framework.

Initial community feedback provides an indication of existing local market interest in the reuse of the Calabrese Parcel; Bechard LLC Property Management, which owns several properties in Waterbury's East End, including property located on the Scovill Industrial Landfill site, participated in the project's two community meetings, and has indicated a strong interest in working with the city and EPA to facilitate the reuse of the Calabrese Parcel.

The project's consultant team recommends that the City of Waterbury or a specially designated public authority pursue ownership of the Calabrese Parcel. Public ownership of the site would qualify the City for state, federal, and private sector funding resources, allow the city to steward the site back into successful use, and enhance the City's capacity to guide the updating and implementation of the site's Conceptual Reuse Framework. Transfer of the Calabrese Parcel's ownership need not take place immediately. The process must allow adequate time for planning, and could likely be coordinated with the completion of the site's remediation.

3. *Evaluate local regulatory consideration, primarily zoning regulations, that may need to be updated to facilitate the reuse of the Calabrese Parcel.*

The Calabrese Parcel is located in the city's Commercial Arterial (CA) zoning district. The city's CA district could allow congregate housing as a Special Conditional Use (zoning regulations section 5.13-13), while a medical/senior wellness center and recreational land uses at the Calabrese Parcel are permitted as by-right uses (section 2.32-1; section 2.33-4). The city could also consider whether rezoning or specialized zoning tools, like an overlay district or planned unit development district, could provide incentives that would help facilitate the reuse of the Calabrese Parcel.

4. ***Prioritize opportunities for the community to engage with the Calabrese Parcel and, to the extent possible, phase the remediation of the Calabrese Parcel so that portions of the parcel can be returned to use sooner rather than later.***

Community members at the project's November 2004 and February 2005 community meetings indicated strong interest in the remediation and reuse of the Calabrese Parcel in as timely a fashion as possible. Phased reuse of portions of the site as the site's remedy is implemented will provide opportunities for community residents to enjoy new community amenities and learn about the site's ongoing remediation. Educational materials could include wall panels, maps, and photographs highlighting the Scovill Industrial Landfill site's history, the status of the Calabrese Parcel's remediation, and potential future uses at the parcel. Depending upon the site remedy selected, the northern portion of the Calabrese Parcel may provide opportunities to phase in passive recreational uses identified in the project's Conceptual Reuse Framework in the shorter-term as well.

5. ***Ensure active engagement among the community, EPA, and DEP as the site's remedy is developed and implemented.***

In the months ahead, EPA and DEP will consider the community's reuse guidelines and Conceptual Reuse Framework within the selection and design of the site's remedy. The potential for different future uses at the site depends on the agencies' innovative analyses and incorporation of reuse considerations as part of the remedial design process. As the City of Waterbury works to facilitate the return of the Calabrese Parcel to use, it will be critically important that the city serve as a communication link between community members and EPA and DEP. In terms of local community outreach, the city will need to provide area neighborhoods with regular information updates and additional opportunities for community members to come together to discuss ongoing plans for the parcel's reuse.

An additional option could include the creation of a liaison communication link among the City of Waterbury, EPA, and DEP to ensure ongoing information-sharing and community outreach. The communication link could take the form of conference calls, designated contacts, e-mail updates, or other means.

6. ***Plan for the integration of the Calabrese Parcel with surrounding neighborhoods and the rest of the Scovill Industrial Landfill Superfund site.***

The Conceptual Reuse Framework highlights opportunities for pathways and trails that will connect the Calabrese Parcel with area road networks and neighborhoods. The project's consultant team recommends that the community's ongoing reuse planning process include planning for the development of these off-site connections, ensuring that these connections will be in place when the site's remediation is complete.

The Calabrese Parcel's status as part of the city's Commercial Arterial (CA) district also means that, following transfer of ownership of the parcel to the city or a designated public authority, the city will need to host a public hearing and seek approval of a special exception by the Zoning Board of Appeals to enable congregate housing at the parcel as a Special Conditional Use (zoning regulations section 5.13-13).

Site Background, Contamination and Remediation, and Current Site Status

History

The Scovill Industrial Landfill site was originally undeveloped woodlands and wetlands with a small stream, Carrington Brook, flowing from north to south. From 1919 to the mid-1970s, the site was used by Scovill Manufacturing Company as a landfill for ash, cinders, demolition debris, and other manufacturing wastes. Construction of the landfill began in the southern portion of the site, near Meriden Road, and slowly progressed northward. Landfilling was complete in the southern portion of the site by the early 1940s.

In 1941, the Scovill Manufacturing Company began subdividing parcels for development on the southern portion of the Scovill Industrial Landfill. As dumping continued to fill the site's wetlands and stream valley, the company continued to subdivide and sell parcels for new development—most new development occurred between 1955 and 1975. By the mid-1990s, twenty-three acres of the site were developed into multifamily residences and commercial buildings including a department store, a cab service, a car repair shop, and a shopping plaza.

Calabrese Parcel Ownership

Today, the Calabrese Parcel is owned by Store Avenue Associates LLC. Saltire Industrial, Inc. filed for bankruptcy in 2004.

Contamination and Remediation

In Spring 1998, DEP removed 2,300 tons of PCB-contaminated soil from the Calabrese Parcel, as well as 18 capacitors from the site's surface. Following the removal, the area was temporarily capped with a foot of backfill soil and seeded, and four acres were fenced and posted. EPA began sampling soil at the Scovill Industrial Landfill Superfund site in late April 1999. Soil sampling found elevated levels of organic contaminants, metals, and PCBs. Based on EPA's sampling, the fence around the Calabrese Parcel was enlarged to encompass contaminants.

The Scovill Industrial Landfill Superfund site was listed on the NPL in July 2000 due to soil contamination. Primary contaminants of concern include polycyclic aromatic hydrocarbons (PAHs), polychlorinated biphenyls (PCBs), metals, dioxins, and volatile organic compounds (VOCs).

According to EPA, the primary risk of exposure to on-site contaminants is through direct contact with the site's landfill materials. EPA data indicates that the Scovill Industrial Landfill site does not pose an immediate public health risk because much of the landfill is covered with buildings, paved areas, or grass. The site is currently undergoing a Phase II Remedial Investigation to further determine the extent and type of contamination that exists on-site.

Current Site Status

Following the listing of the Scovill Industrial Landfill site on the NPL in July 2000, EPA began a Remedial Investigation of the site in September 2002. The Phase I Remedial Investigation included surface soil sampling, sub-surface soil sampling, surface water and sediment sampling, a geophysical survey, and the identification of utility lines. Soil and water sampling found low levels of PAHs, PCBs, metals, dioxins, and VOCs.

In 2003, Saltire Industrial, Inc., the successor to Scovill Manufacturing Company, began to perform response actions at the site pursuant to an Administrative Order issued by EPA. Following Saltire Industrial, Inc.'s bankruptcy filing in 2004, EPA assumed responsibility for the site's ongoing Phase II Remedial Investigation. The investigation is projected for completion in Summer 2005, with results projected to be available by Fall 2005. Phase III of the investigation, if needed, would begin in Fall 2005. EPA remedial project manager Almerinda Silva anticipates that the site's Record of Decision, which outlines the remedy selected for the site, will likely be completed by early 2006.



The Scovill Industrial Landfill Community Reuse Planning Project

The Scovill Industrial Landfill community reuse planning project was established as an eight-month, community-based reuse planning process. The project was sponsored by the City of Waterbury, working in conjunction with the project's consultant team. The project's consultant team organized public outreach efforts; provided research, analysis, and design services; facilitated the project's two community meetings; and developed and revised the project's site reuse framework.

This section of the report describes the project's structure and timeframe in greater detail.

In August 2004, the City of Waterbury requested that the project's consultant team undertake a general evaluation of reuse opportunities for the undeveloped portion of the Scovill Industrial Landfill Superfund site, known as the Calabrese Parcel. The city also requested that the project's consultant team specifically analyze potential opportunities for congregate housing to be located at the Calabrese Parcel, in part due to the potential availability of \$2.5 million in bond funding from the Connecticut State Office of Policy and Management.

The project's design emphasized the importance of extensive stakeholder outreach and community involvement. Initial project activities included interviews with City of Waterbury staff, local economic development organizations, real estate specialists, the East End Neighborhood Association, and senior service organizations, including the Waterbury Commission on Aging, Western Connecticut Area Agency on Aging, New Opportunities, Inc., and the Connecticut Department of Social Services. The project also included two community meetings, held November 9, 2004 at the East End Senior Center and February 16, 2005 at Kennedy High School.

November 2004 Community Meeting

Twenty-one community members attended the project's first community meeting. Meeting participants included:

- Neighborhood residents and local business owners
- Local neighborhood group representatives
- City of Waterbury Aldermen and City of Waterbury staff members
- Local economic development organization representatives and regional government representatives

The project's structure also included resource members that could provide expertise but did not have a stake in the project's outcome and were not involved in the community's reuse discussions. Project resource members included representatives from EPA Region 1, DEP, and the Connecticut Department of Public Health.

During the meeting, the project's consultant team worked with meeting participants to clarify community members' roles and responsibilities:

- Listening to the local community during the process and incorporating community members' perspectives into meeting discussions;
- Learning about the Superfund program, reuse opportunities, the Scovill Industrial Landfill Superfund site, and the Calabrese Parcel; and
- Providing the City of Waterbury, EPA, and DEP with feedback and future land use recommendations for the Calabrese Parcel.

Meeting participants also worked with the project's consultant team during the meeting to establish ground rules for reuse discussions. Ground rules identified by meeting participants included:

- Community discussions should be an open, friendly process in which different opinions are welcome and respected;
- Clear, understandable language should be used in community discussions. Any time an acronym is used, it should be explained; and
- The project should be an interactive process that reaches into the community to provide information and to receive input.

The first meeting focused on a review of site and local land use conditions designed to inform meeting participants' discussion of potential reuse opportunities and challenges at the Calabrese Parcel. The meeting's ensuing reuse discussion was wide-ranging, with community members indicating interest in reintegrating the parcel with surrounding neighborhoods, opportunities for multiple land uses at the Calabrese Parcel, such as congregate housing, municipal land uses, and a medical/senior wellness facility, and restoration of the parcel's ecological resources. The complete list of reuse guidelines identified during the project's first community meeting is provided on page nine.

February 2005 Community Meeting

Ten community members attended the project's second community meeting, held at Kennedy High School on February 16, 2005. During the meeting, the project's consultant team presented the project's draft Conceptual Reuse Framework for the community's review and feedback. Community members that had attended the project's first community meeting indicated that the framework's proposed mix of congregate housing, senior wellness center, and passive recreational areas reflected the community's preferences and priorities identified at the November 2004 meeting.

Several community members also indicated that, despite the consultant team's land use analysis findings, the Calabrese Parcel would be best-suited to commercial retail land uses, like a bank, restaurant, or shopping center. Accordingly, the project's final report includes a variation of the site's Conceptual Reuse Framework that integrates commercial retail land uses at the Calabrese Parcel. The project's consultant team also clarified during the meeting that the city's Commercial Arterial (CA) zoning district will allow congregate housing as a Special Conditional Use (zoning regulations section 5.13-13), while a senior wellness center at the Calabrese Parcel is permitted as a by-right use (section 2.32-1).

Community Involvement Summary

While the project's consultant team worked extensively with the City of Waterbury to publicize both of the project's community meetings, attendance at both meetings was lower than anticipated. Publicity and outreach efforts for both meetings included a 1,200-flyer mailing, articles and meeting announcements in the *Waterbury Republican-American* newspaper, postings on the City of Waterbury's website, radio announcements, and door-to-door visits in the neighborhoods surrounding the Calabrese Parcel by the project's consultant team. According to city staff and project stakeholders, reasons for the low community turnout at the meetings could include a lack of community interest, frustration with the site's long-term remedial process, and the holding of meetings during evenings and in the winter months.

Conclusions: Future Roles and Responsibilities

In this project report, the project's consultant team has presented the City of Waterbury, EPA Region 1, and DEP with its reuse findings for the Scovill Industrial Landfill community reuse planning project.

The project's findings indicate that multiple land uses, including congregate housing, a medical/senior wellness center, and passive recreational areas could likely be located at the Calabrese Parcel, based on an evaluation of existing site conditions and local land use trends in Waterbury's East End. This information will need to be incorporated by EPA and DEP into the evaluation and selection of the site's remedy. However, it is important to recognize that EPA and DEP's analysis of site data is ongoing, additional information about the site's contamination is forthcoming, and that this information could impact the types of land uses allowed at the Calabrese Parcel in the future. In this case, EPA and DEP will need to report back to the city and the community to discuss potential implications and updated approaches to facilitate the reuse of the Calabrese Parcel.

EPA and DEP will also need to continue to work closely with the City of Waterbury and community residents in the future to address community concerns and work with the community to remediate the Calabrese Parcel and the Scovill Industrial Landfill Superfund site. In the months ahead, EPA and DEP will be responsible for integrating the community's reuse guidelines and Conceptual Reuse Framework with the selection and design of the site's remedy. The potential for different future uses at the site depends on the agencies' innovative analyses and capacity to consider multiple remedial alternatives.

Waterbury's Mayor and Board of Aldermen will also need to review the project's research and reuse findings and work to incorporate these findings into future city planning efforts and documents, including the city's comprehensive plan and zoning ordinance, and serve as the convening authority for ongoing reuse planning efforts. The City of Waterbury will need to continue to work closely with community residents, EPA, and DEP to ensure that the Scovill Industrial Landfill Superfund site is remediated and the Calabrese Parcel restored to enable uses that can meet local and community-wide needs and priorities.

Appendices

Appendix A: Reuse Resources

The project's consultant team has identified a range of public and private sector resources that can provide funding, technical assistance, and training to help facilitate the reuse of the Calabrese Parcel at the Scovill Industrial Landfill Superfund site. This appendix lists the resources available to help the community return the site to successful use as a community resource.

Economic Development and Senior Housing Resources

Federal-Level:

- **Local Technical Assistance Program**

U.S. Department of Commerce, Economic Development Administration

The Local Technical Assistance Program works to fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors of local communities from making optimal decisions on local economic development issues. Grants often support feasibility studies on potential economic development projects, such as industrial or business incubators. The program is flexible; some communities and regional organizations have used Local Technical Assistance grants to develop revitalization plans, prepare tourism development strategies, and sponsor economic development conferences or seminars. Eligible applicants include economic development districts, states, cities, and other political subdivisions of a state. Economic Development Administration (EDA) programs are administered on a regional basis. Local planning and coordination for EDA resources in Connecticut are handled by EDA's Philadelphia regional office.

U.S. Department of Commerce Economic Development Agency

Curtis Center
Suite 140 South
601 Walnut Street
Philadelphia, PA 19106-3821
www.osec.doc.gov/eda

Contact:
Paul M. Raetsch
Regional Director
T: 215-597-4603

- **Community Development Financial Institutions Fund**

U.S. Department of the Treasury

The Community Development Financial Institutions (CDFI) Fund was created to expand the availability of credit, investment capital, and financial services in urban and rural communities. By stimulating the creation and expansion of diverse community development financial institutions and by providing incentives to traditional banks, the Fund's investments work toward building private markets, creating healthy local tax revenues, and empowering residents. The CDFI Fund provides relatively small infusions of capital to institutions that serve communities and low-income individuals. The Fund has three programs that provide monetary assistance - the Bank Enterprise Awards (BEA) Program, the Financial Assistance (FA) Component, and the Technical Assistance (TA) Component. The Fund's New Markets Tax Credit (NMTC) Program allocates tax credits to eligible for-profit entities. Each of the programs is designed to provide assistance to different types of organizations and each has its own set of eligibility criteria.

**U.S. Department of the Treasury
Community Development Financial
Institutions Fund**

601 13th Street, N.W.
Suite 200 South
Washington, D.C. 20005
200 North High Street
www.cdfifund.gov/overview/index.asp

Contact:

T: 202-622-8662

F: 202-622-7754

- **Supportive Housing for the Elderly Program**

U.S. Department of Housing and Urban Development

This program provides funding for the development and operation of supportive housing for very low-income persons 62 years of age or older. Capital advances may be used for the construction or rehabilitation of a structure, or acquisition of a structure with or without rehabilitation (including structures from the Federal Deposit Insurance Corporation). Capital advance funds bear no interest and are based on development cost listed in HUD's guidelines. Repayment of the capital advance is not required as long as the housing remains available for occupancy by very low-income elderly persons for at least forty years.

**U.S. Department of Housing and
Urban Development**

451 Seventh Street, S.W.
Washington, D.C. 20410
[www.hud.gov/offices/adm/grants/nofa04/
grpalcp.cfm](http://www.hud.gov/offices/adm/grants/nofa04/grpalcp.cfm)

Contact:

Faye Norman

T: 202-708-3000

faye_l_norman@hud.gov

State-Level:

- **Mashantucket Pequot / Mohegan Fund Grant**
Connecticut Office of Policy and Management

This grant distributes \$135 million annually from the proceeds of the Mashantucket Pequot/Mohegan Fund to the state's 169 municipalities. This fund provides unrestricted grants to municipalities. This grant money can be used for community development, economic development, infrastructure updates, or any number of other projects. The distribution of the \$135 million between the 169 municipalities is based on numerous factors including, but not limited to, the value of state-owned property, private college and general hospitals, population, equalized net grand list, and per capita income of each municipality. Payment is made in three equal payments on December 31, April 1, and June 30.

Connecticut Office of Policy and Management

450 Capitol Avenue
Hartford, CT 06106-1308
www.opm.state.ct.us/programs.htm

Contact:

Paul LaBella
T: 860-418-6313
F: 860-418-6493
paul.labella@po.state.ct.us

- **Flexible Housing Program**
Connecticut Department of Economic and Community Development

The Connecticut Department of Economic and Community Development's Flexible Housing Program funds the acquisition, construction, rehabilitation, repair and maintenance of residential or mixed-use structures and the demolition, renovation or redevelopment of vacant buildings or related infrastructure. The fund also provides assistance for the acquisition, construction, rehabilitation, repair, and maintenance of infrastructure, facilities, and amenities incidental and pertinent to the provision of affordable housing and intended primarily to serve the residents of the affordable housing project. Financial assistance can include, but is not limited to, grants, loans, loan guarantees, and deferred loans.

Connecticut Department of Economic and Community Development

Infrastructure and Real Estate Division
Office of Housing and Finance
505 Hudson Street
Hartford, CT 06106
www.ct.gov/ecd/cwp/view.asp?a=1095&q=249640

Contact:

Ginne-Rae Gilmore
T: 860-270-8004

- **Equity-Equivalent Investment**

Connecticut Development Authority

This program provides direct equity and equity-equivalent investments to supplement capital needs of borrowers. The loans are made in concert with, or to induce, private sector investment and can be coupled with Connecticut Development Authority (CDA) or private sector loans, SBA guarantees, and SBA 504 debentures and/or CDA guarantees. Equity-equivalent investments are available to encourage an enterprise to expand in, or relocate to, Connecticut. Equity-equivalent investments are considered when there is a reasonable expectation of significant economic benefit to the state of Connecticut. Eligible projects must be an economic base, research, development or technology business that has a clear potential to have a significantly favorable impact on state employment, tax base, intellectual capital, and/or infrastructure. Application materials are available online and are processed on the first day of each month.

Nongovernmental Organizations

- **Sustainable Communities Program**

Jessie Smith Noyes Foundation

The Jessie Smith Noyes Foundation's Sustainable Communities Program works to support communities that are environmentally sound, economically vibrant, and socially just. Program priorities include supporting initiatives that connect the environment with community economic development using an inclusive and democratic decision-making process, as well as facilitating networking and raising the visibility of organizations working on sustainable community initiatives. Letters of inquiry can be submitted anytime during the year and are reviewed on a continuous basis.

Connecticut Development Authority

999 West Street
Rocky Hill, CT 06067
[www.ctcda.com/
financing_your_business/
equity_investment.html](http://www.ctcda.com/financing_your_business/equity_investment.html)

Contact:

T: 860-258-7800
F: 860-257-7582

Jessie Smith Noyes Foundation

6 East 39th Street, 12th Floor
New York, NY 10016
www.noyes.org

Contact:

Victor De Luca
Grant Manager
T: 212-684-6577
F: 212-689-6549

Private Foundations / Trusts

- **Bricks and Mortar Grant Program**
The Kresge Foundation

The Kresge Foundation is an independent, private foundation founded in 1924 by the S.S. Kresge Company, more widely known as Kmart. The foundation has several grantmaking programs and initiatives for localities and nonprofit organizations. The foundation focuses on capital programs and giving to organizations for facility construction or improvement. The "Bricks and Mortar" program offers financial support for building facilities and challenges private giving. Projects that may receive funding include the construction of facilities, renovation of facilities, purchase of major equipment or an integrated system at a cost of at least \$300,000, and the purchase of real estate. The foundation predominantly provides high dollar grants (over \$750,000). Governmental agencies can apply for funding in order to purchase real estate. However, the likelihood of a locality receiving funding is lower than that of a nonprofit organization.

The Kresge Foundation

3215 W. Big Beaver Road
P.O. Box 3151
Troy, MI 48007-3151
www.kresge.org

Contact:
T: 248-643-9630
F: 248-643-0588

- **Sustainable Development Program**
Rockefeller Brothers Fund

The Rockefeller Brothers Fund promotes social change that contributes to a more just, sustainable, and peaceful world. Through its grantmaking, the Fund supports efforts to expand knowledge, clarify values and critical choices, nurture creative expression, and shape public policy. The Fund's programs are intended to develop leaders, strengthen institutions, engage citizens, build community, and foster partnerships that include government, business, and civil society. Respect for cultural diversity and ecological integrity undergirds the Fund's activities.

Rockefeller Brothers Fund

437 Madison Avenue
37th Floor
New York, NY 10022-7001
www.rbf.org

Contact:
T: 212-812-4200
F: 212-812-4299
info@rbf.org

- **Community Development Grants**

Community Economic Development Fund

CEDF was created in 1994 to revitalize Connecticut's distressed neighborhoods by providing greater access to capital, technical assistance to small businesses, and support for community economic development. CEDF's mission is to strengthen neighborhood economies by providing flexible financial and technical support to small businesses, community organizations, and initiatives in targeted communities throughout Connecticut. CEDF accomplishes this by providing loans and technical assistance to small businesses and grants to community organizations for economic development projects

Community Economic Development Fund

900 Chapel Street
10th Floor
New Haven, CT 06510
www.cedf.com

Contact:
Preston Maynard
T: 203-782-4377
F: 203-787-5127
info@cedf.com

- **Connecticut Community Foundation Grants**

Connecticut Community Foundation

The Connecticut Community Foundation seeks projects that improve the ability of people to help themselves, take cooperative approaches to community issues, and provide opportunities for citizens to make connections. Nonprofit organizations may apply for project funding. The Foundation provides both program grants and capacity-building grants.

Community Economic Development Fund

81 West Main Street
Waterbury, CT 06702
www.conncf.org/grants/grants.html

Contact:
Josh Carey, Program Officer
T: 203-753-1315
F: 203-756-3054
info@conncf.org

Resource Conservation and Recreation

Federal-Level:

- **Recreational Trails Program**

U.S. Department of Transportation, Federal Highway Administration

The U.S. Department of Transportation's Federal Highway Administration provides matching funds to states to develop and maintain recreational trails and trail-related facilities for both motorized and non-motorized recreational trail users. Examples of trail uses include walking, bicycling, in-line skating, equestrian use, and cross-country skiing. In Connecticut, the Department of Natural Resources administers the program and develops its own procedures to solicit and select projects for funding.

U.S Department of Transportation Federal Highway Administration

FHWA HEPN-50
Room 3240
400 Seventh Street, S.W.
Washington, D.C. 20590
www.fhwa.dot.gov/environment/rectrails/rbroch.htm

Contact:
Christopher B. Douwes
FHWA Community Planner
T: 202-366-5013
F: 202-366-2409

- **Rivers, Trails, and Conservation Assistance Program**

National Park Service

The National Park Service's Rivers, Trails, and Conservation Assistance Program works with community groups and local and state governments to conserve rivers, preserve open space, and develop trails and greenways. Technical assistance, provided by the program's national network of 90 conservation and recreational-planning professionals, includes assessing resources, developing concept plans, identifying potential sources of funding, and providing conservation and recreation information. The program is administered on a regional basis.

National Park Service

National Park Service
15 State Street
Boston, MA 02109
www.ncrc.nps.gov/rtca

Contact:
Steve Golden
Rivers, Trails, & Conservation Assistance
T: 617-223-5123
F: 617-223-5164
steve_golden@nps.gov

State-Level:

- **Land & Water Conservation Fund**
Connecticut Department of Environmental Protection

The Land & Water Conservation Fund provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. Any unit of government, including Native American tribes, school districts, or any combination of units in which authority is legally constituted to provide recreation is eligible. Local units of government, school districts, and local authorities must have a DEP-approved community recreation plan to be eligible.

- **America the Beautiful Grants and Greenways Small Grants Program**
Connecticut Dept. of Environmental Protection

Each year, the Urban Forestry Program makes available federal grant money through America the Beautiful Grants to towns, cities, and nonprofit organizations in the state to further urban forestry in Connecticut. The grants have funded a wide range of projects, including tree plantings, street tree inventories, tree maintenance programs, and the design of tree guidebooks. The grant program requires that the grant recipient provide additional funding or in-kind services equal in value to the grant amount.

Municipalities, regional planning organizations, and non-governmental groups may also receive funding through the Greenways Small Grants Program for planning, design, and implementation (including education) of greenway projects around the state. Property acquisition and construction are not eligible for funding.

Connecticut Department of Environmental Protection

Land Acquisition and Management Division
79 Elm Street
3rd Floor
Hartford, CT 06106

www.dep.state.ct.us/rec/index.htm

Contact:

T: 860-424-3001

Connecticut Department of Environmental Protection

79 Elm Street
Hartford, CT 06106

America the Beautiful Grants Program
Division of Forestry

www.dep.state.ct.us/business/grantprograms.htm

Contact:

Chris Donnelly
T: 860-424-3178

Greenways Small Grants Program
Greenways Assistance Center

www.dep.state.ct.us/business/grantprograms.htm

Contact:

Leslie Lewis
T: 860-424-3578

Non-governmental Organizations

- **Environmental Program**
Georgia Pacific Foundation

The Georgia Pacific Foundation's Environment Program works to promote environmental stewardship and awareness by funding nonprofit organizations that focus on resource conservation, parks, nature trails, and recreation areas, and environmental education. Grant applications are accepted between January 1 and October 31 of each year.

Georgia Pacific Foundation

133 Peachtree Street, N.E.
Atlanta, GA 30303
[www.gp.com/center/community/
environment.html](http://www.gp.com/center/community/environment.html)

Contact

T: 404-652-4182
F: 404-749-2754

- **Environmental Grants**
Ben & Jerry's Foundation

The Ben & Jerry's Foundation provides grants to nonprofit organizations that seek to institute environmental or institutional change, foster new ways of thinking, address the root cause of social and environmental problems, as well as help ameliorate an unjust or destructive situation by empowering constituents. Grants of \$1,001 to \$15,000 are awarded to nonprofit organizations three times per year. Letters of intent may be submitted at any time and are reviewed on an ongoing basis, but should be received no later than ten weeks prior to a desired full proposal cycle deadline. If an application is chosen for further consideration, deadlines to submit a full proposal are: March 1, July 1, and November 1.

Ben & Jerry's Foundation

30 Community Drive
South Burlington, VT 05403
www.benjerry.com/foundation/index.html

Contact:

Lisa Pendelino
T: 802-846-1500

- **Environmental Grants**
Public Welfare Foundation

The Public Welfare Foundation's Environment Program provides funds to nonprofit programs that work on environmental challenges, especially in communities where there are the least resources to respond. The Environment Program also provides funds to nonprofit programs that provide technical assistance to grassroots or local efforts, advocacy efforts that increase the participation of affected communities in policy decisions concerning health and the environment, and programs that promote sustainable development. Grant applications begin with a letter of inquiry and may be submitted for review on a rolling basis throughout the year.

Public Welfare Foundation

1200 U Street NW
Washington, DC 20009-4443
[www.publicwelfare.org/grants/
environment.asp](http://www.publicwelfare.org/grants/environment.asp)

Contact:
Midge Taylor
Program Officer
T: 202-965-1800
F: 202-265-8851

- **Environmental Programs**
The Conservation Fund

The Conservation Fund helps local, state, and federal agencies and nonprofit organizations acquire property from willing sellers to protect open space, wildlife habitat, public recreation areas, river corridors, and historic places. The Fund also offers land advisory services, applying principles of sustainable development to real estate projects with sensitive ecological, visual, and historical resources. Additionally, the Fund works to enhance, restore, and protect the nation's land and water resources through mitigation services that range from planning and negotiation to acquisition and implementation. The Fund also provides services in natural resource damage mitigation, habitat/species mitigation, and wetland mitigation.

The Conservation Fund

1800 North Kent Street, Suite 1120
Arlington, VA 22209-2156
www.conservationfund.org

Contact:
Douglas R. Horne
Director, Land Advisory Services
T: 703-525-6300
F: 703-525-4610

Appendix B: List of Project-Related Acronyms

AR - (Administrative Record): List of all EPA documents used to develop a response action for a Superfund site. The AR culminates in the record of decision for remedial action or an action memorandum for removal actions.

ASTM - (American Society for Testing and Materials): ASTM International is a not-for-profit organization that provides a global forum for the development and publication of voluntary consensus standards for materials, products, systems, and services.

ASTSWMO - (Association of State and Territorial Solid Waste Management Officials): Association that focuses on the needs of state hazardous waste programs, non-hazardous municipal solid waste and industrial waste programs, recycling/minimization/reduction programs, Superfund/State cleanup programs, and underground storage tank and leaking underground storage tank programs.

ATSDR - (Agency for Toxic Substances and Disease Registry): Federal agency within the Department of Health and Human Services tasked to prevent exposure and adverse human health effects and diminished quality of life associated with exposure to hazardous substances from waste sites, unplanned releases, and other sources of pollution present in the environment.

CERCLA - (Comprehensive Environmental Response, Compensation, and Liability Act (1980)): The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), commonly known as Superfund, was enacted by Congress on December 11, 1980. This law created a tax on the chemical and petroleum industries and provided broad federal authority to respond directly to releases or threatened releases of hazardous substances that may endanger public health or the environment.

CERCLIS - (Comprehensive Environmental Response, Compensation, and Liability Information System): The Comprehensive Environmental Response, Compensation, and Liability Act Information System (CERCLIS) is EPA's database management system, which maintains a permanent record of all information regarding all reported potential hazardous waste sites.

CIC - (Community Involvement Coordinator): EPA staff member responsible for Agency's community involvement activities at Superfund sites. The CIC coordinates community meetings, explains Agency activities, and works with communities to address local concerns and priorities.

DEP - (Connecticut Department of Environmental Protection): State agency whose mission is to conserve, improve, and protect the natural resources and environment of the State of Connecticut in such a manner as to encourage the social and economic development of Connecticut while preserving the natural environment and the life forms it supports in a delicate, interrelated and complex balance, to the end that the state may fulfill its responsibility as trustee of the environment for present and future generations.

EPA - (Environmental Protection Agency): Federal agency whose mission is to protect human health and safeguard the natural environment.

HAZMAT - (Hazardous Materials): Chemicals, usually the by-products of industrial processes, that pose a danger to human health and the environment.

HRS - (Hazard Ranking System): The HRS is the scoring system used by EPA's Superfund program to assess the relative threat associated with actual or potential releases of hazardous substances. The HRS is the primary screening tool for determining whether a site will be included on the National Priorities List (NPL), EPA's list of priority sites identified for possible long-term remedial action under Superfund. The scoring system assigns each site reviewed a value between 0 and 100. A score of 28.5 or higher means that the site is eligible for listing on the NPL.

NCP - (National Contingency Plan): The National Oil and Hazardous Substances Pollution Contingency Plan, more commonly called the National Contingency Plan or NCP, is the federal government's blueprint for responding to both oil spills and hazardous substance releases.

NPL - (National Priorities List): The NPL is EPA's list of the most serious uncontrolled or abandoned hazardous waste sites identified for possible long-term remedial action under Superfund. The list is based primarily on the score a site receives from the Hazard Ranking System. EPA is required to update the NPL at least once a year. A site must be on the NPL to receive money from the Trust Fund for remedial action.

O&M - (Operations and Maintenance): Activities conducted after a Superfund site remedial action is completed to ensure that the site remedy remains effective in the future.

OSRTI - (Office of Superfund Remediation and Technology Innovation): Manages the Superfund program, which was created to protect citizens from the dangers posed by abandoned or uncontrolled hazardous waste sites. Congress established Superfund through the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).

OSWER - (Office of Solid Waste & Emergency Response): The Office of Solid Waste and Emergency Response (OSWER) develops guidelines and standards for the land disposal of hazardous wastes and underground storage tanks. OSWER also implements a program to respond to abandoned and active hazardous waste sites and accidental releases, including some oil spills, and encourages the use of innovative technologies for contaminated soil and ground water.

PA - (Preliminary Assessment): The PA is the first stage of EPA's site assessment process. It is a relatively quick, low-cost compilation of readily available information about a site and its surroundings. The PA emphasizes identifying populations and other targets that might be affected by a site's contamination. It includes a reconnaissance of the site and surrounding area, but not environmental sampling. The PA is designed to distinguish between sites that pose little or no potential threat to human health and sites that warrant further investigation.

PCOR - (Preliminary Closeout Report): EPA report that documents the completion of a site's remedy.

PRP - (Potentially Responsible Party): A party that has been identified by EPA as being liable for the costs of remediation at a contaminated site.

RA - (*Risk Assessment*): Qualitative and quantitative evaluation of the risk posed to human health and/or the environment by the actual or potential presence and/or use of specific pollutants.

RCRA - (*Resource Conservation and Recovery Act of 1976*): The regulatory system that manages hazardous waste from its generation to final disposal. RCRA imposes standards for transporting, treating, storing, and disposing of hazardous wastes. It is designed to prevent the creation of new hazardous waste sites by authorizing EPA to take administrative, civil, and criminal actions against facility owners and operators who do not comply with RCRA requirements.

RD/RA - (*Remedial Design / Remedial Action*): Remedial Design (RD) is the phase in Superfund site cleanup where the technical specifications for remedies and technologies are decided. Remedial Action (RA) follows the remedial design phase and involves the actual construction or implementation phase of Superfund site remediation. The RD/RA is based on the specifications described in a site's record of decision (ROD).

RI/FS - (*Remedial Investigation / Feasibility Study*): After a site is listed on the NPL, an RI/FS is performed at the site. The RI serves as the mechanism for collecting data, while the FS is the mechanism for developing, screening, and evaluating alternative remedial actions. The RI and FS are conducted concurrently. Data collected in the RI influence the development of remedial alternatives in the FS, which in turn affect the data needs and scope of treatability studies and additional field investigations.

ROD - (*Record of Decision*): This EPA document presents the final remediation plan for a site. It documents all activities prior to selection of the remedy, and provides a conceptual plan for activities subsequent to the ROD. The purpose of the ROD is to document the remedy selected, provide a rationale for the selected remedy, and establish performance standards or goals for the site or operable unit under consideration. The ROD provides a plan for site remediation, and documents the extent of human health or environmental risks posed by the site or operable unit. It also serves as legal certification that the remedy was selected in accordance with CERCLA and NCP requirements.

RPM - (*Remedial Project Manager*): EPA staff member responsible for the management of a site's remediation. A site's RPM directs all investigations, planning, remedial activities, and manages technical, legal, and community relations issues at assigned sites. The RPM also directs contractual efforts to ensure proper allocation of funds and that contractor activities are effective and efficient.

SARA - (*Superfund Amendments and Reauthorization Act of 1986*): This legislation amended the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) of 1986. SARA's changes stressed the importance of permanent remedies and innovative treatment technologies in cleaning up hazardous waste sites; required Superfund actions to consider the standards and requirements found in other state and federal environmental regulations; provided new enforcement authorities and settlement tools; increased state involvement in every phase of the Superfund program; increased the focus on human health problems posed by hazardous waste sites; encouraged greater citizen participation in site remediation plan designs; and increased the size of the Trust Fund to \$8.5 billion.

SI - (*Site Inspection*): Part of EPA's site assessment pipeline. The SI is a dynamic process tailored to the specific circumstances of individual sites; it is not a standardized process to be repeated at every site. The objective of the SI is to gather information to determine if a site poses a threat to human health or the environment in order to support a site decision regarding the need for further Superfund action. The SI begins by verifying the hypothesis put forth in the PA by collecting and analyzing wastes and environmental media samples to determine whether hazardous substances are present at a site and are migrating into the surrounding environment. The SI data is used for removal actions, other response actions, and to determine if the site is eligible for inclusion on the NPL.

SRI - (*Superfund Redevelopment Initiative*): A national EPA program that focuses on the return of Superfund sites to productive use, the development of site remedies consistent with a community's reasonably anticipated future land use, and the facilitation of the reuse of sites where appropriate. SRI's website provides links to multiple tools, including Ready for Reuse Determinations, partnership opportunities, and ongoing programs, that can help communities, localities, EPA and state agency staff, and other interested parties work together to facilitate the reuse of Superfund sites.

TRI - (*Toxics Release Inventory*): Database of toxics releases in the United States compiled from SARA Title III Section 313 reports containing information concerning waste management activities and the release of toxic chemicals by facilities that manufacture, process, or otherwise use such materials. Citizens, businesses, and governments can then use this information to work together to protect the quality of their land, air, and water.

VOCs - (*Volatile Organic Compounds*): VOCs are organic compounds (excluding carbon monoxide, carbon dioxide, carbonic acid, metallic carbides or carbonates, and ammonium carbonate) that participate in atmospheric photochemical reactions.

For more information, please contact:

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2417 Northfield Road
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T: 434.975.6700 - F: 434.975.6701
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